

ABSTRACT

Title of Document: **EMBASSY OF CUBA IN WASHINGTON,
DC:
IMAGE, SITE, PROGRAM**

Ian Coleman Fishman, Master of Architecture,
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This thesis postulates the design of an official Embassy of Cuba in Washington, DC, following the resumption of diplomatic relations between the two countries. An embassy serves as its state's proxy image and public interface within the host country. The research and analysis in this thesis explores how the image, program, and site of an embassy can be used as instruments of policy to promote the representing nation's political and social agenda.

The program of the Embassy of Cuba is modeled after existing embassies. Many such buildings succeed in generating social capital by encouraging public activity within and around their sites as well as fostering both local and global connections. In addition to accommodating the administrative functions of diplomacy, great embassies encourage cultural exchange. A major goal of this thesis is to adapt the embassy program to a uniquely Cuban arrangement and use of space.

**EMBASSY OF CUBA IN WASHINGTON, DC:
IMAGE, SITE, PROGRAM**

By

Ian Coleman Fishman

Thesis submitted to the Faculty of the Graduate School of the
University of Maryland, College Park, in partial fulfillment
of the requirements for the degree of
Master of Architecture
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PREFACE

In January of 2008 I

DEDICATION

I dedicate this thesis to my father, Jaime Fishman, a Cuban-American architect.

ACKNOWLEDGEMENTS

In addition to my family, I would like to acknowledge, Sarah Levin, who traveled with me to Cuba. Also, great thanks to Dr. Jane Loeffler, who although is not an official member of my thesis committee, has provided me with thorough, first-hand insights into the function and design of embassies.

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INTRODUCTION



Figure 1 Statue of Jose Marti holding Elian Gonzales, while pointing to the United States Interests Section, Havana. [by author]

“Fortunately, there is a sane equilibrium in the character of nations,
as there is in that of men.”

-Jose Marti

WHY THERE IS NO EMBASSY OF CUBA IN WASHINGTON, DC

The history of the relationship of the United States and Cuba is defined by dramatic shifts between friendly cooperation and dogged contentiousness. The mere 90 miles of sea between the two nations has meant that since the foundation of each country, the US and Cuba have been mired by each other's political and economic impulses. The swift colonization of the Americas and Antilles in the 16th Century caused land claim disputes, sparking countless wars and trades between imperialistic European powers. The legacy of these land grabs is an uneasy tension between the US and Cuba, which developed during the second half of the 20th Century, and persists today.

Among the many symbols evocative of the hostility between the US and Cuba, the absence of full-fledged, official Embassies of the two nations in Washington, DC, and Havana, is perhaps the least overt in the public consciousness. The absence of a building has no image, unlike, for example the Cuban Missile Crisis, with which we associate grainy aerial photos of Soviet missile launchers. Before President Dwight Eisenhower broke off diplomatic relations with Cuba in 1960, the Cuban delegation occupied an elegant, neoclassical building on Sixteenth St NW, a few miles north of the White House. Previous to its function as an embassy, this building served as mansion, as did most embassy buildings prior to WWII. There is nothing specifically Cuban about this building, and therefore it served as a poor symbol of Cuban diplomacy.

Today, the former Cuban Embassy is now officially owned by the Swiss government. Cuban diplomats occupy the former embassy, as well as a small

interests section across the street, under the protectorate of the Switzerland. This situation is very similar to that of the delegations of Iran and North Korea, with which the United States also maintains strained relations. Unlike countries which enjoy amiable and stable relations with the US, these so-called “rogue nations” lack the power to sculpt and define the image of their embassy buildings. In effect, their presence in the capital is diminished, further isolating them as nations. A country’s ability to define its image to a host country lies, in part, in the freedom of its delegation to design an embassy representative of its values. Because Cuba is prohibited from building such an embassy in the US, its delegation is unable to communicate effectively, and the relationship between the two countries suffers as a result.

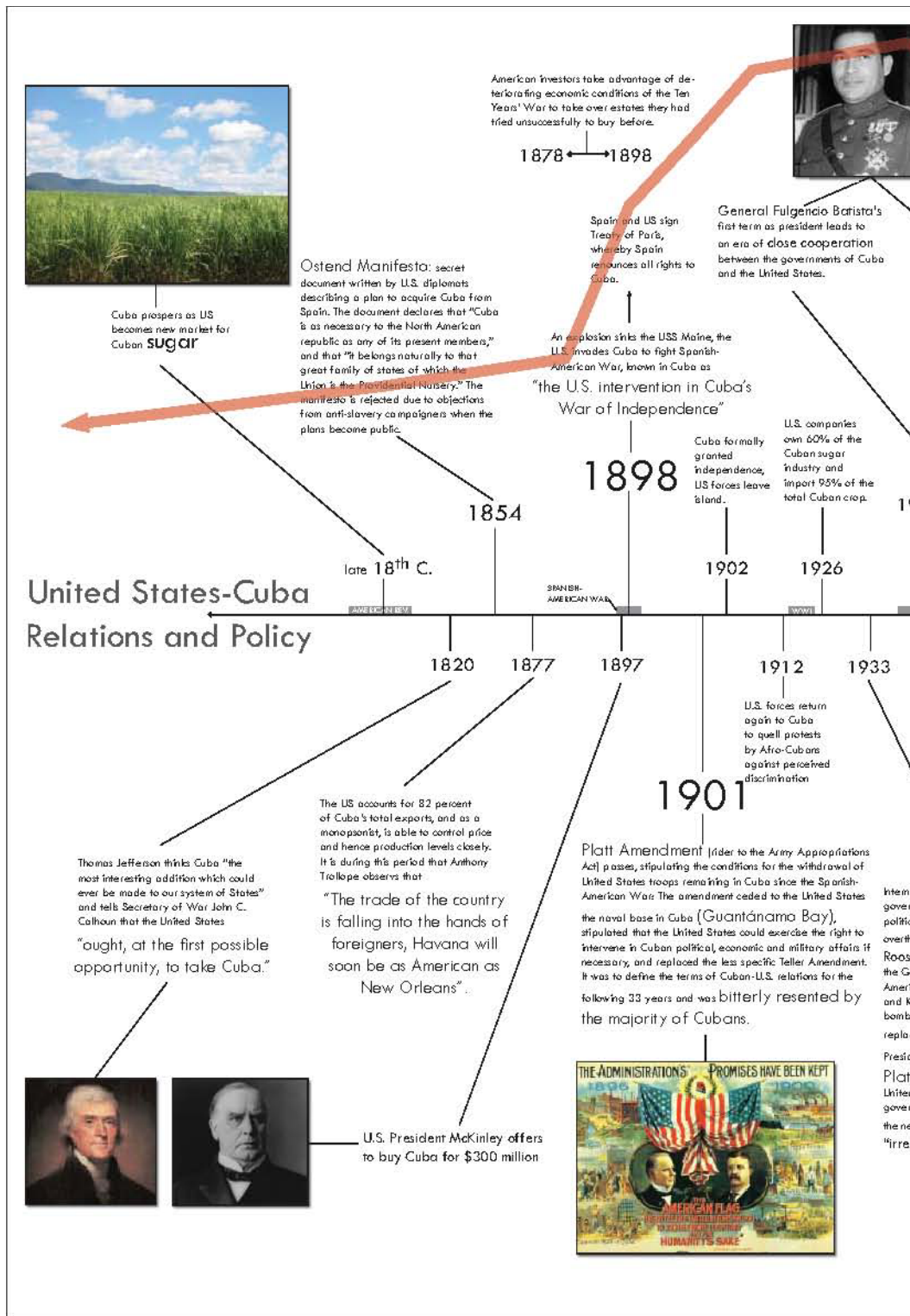


Fig. x. United States-Cuba Relations and Policy:

Late 1700's – 1930's. US expresses interest in annexing the island, and then intervenes in Cuba's war of independence from Spain, in hopes of exerting influence on the young country. The result is the Platt Amendment, which allows the US to maintain Guantanamo Bay Naval Base in southeast Cuba [by author].

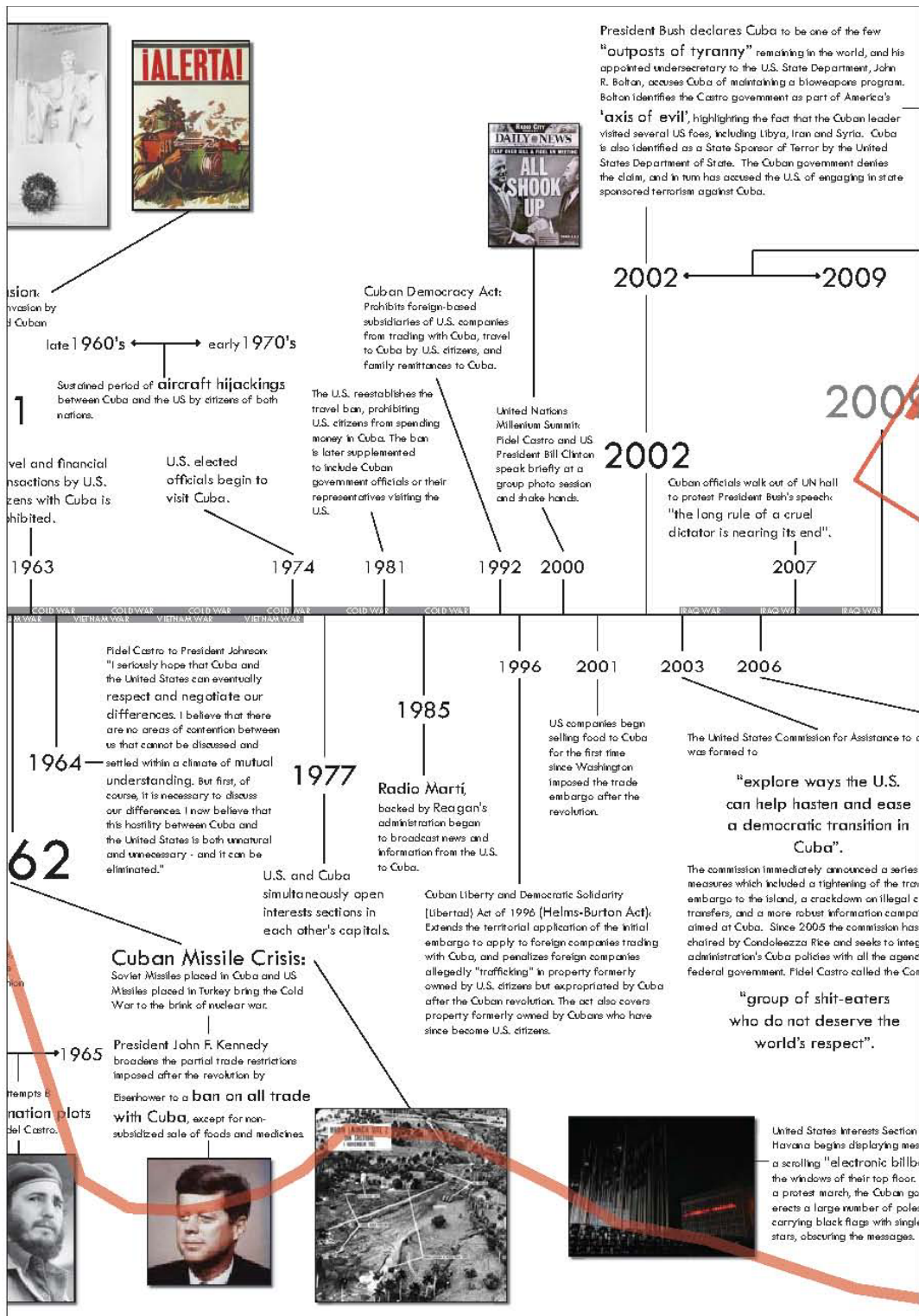


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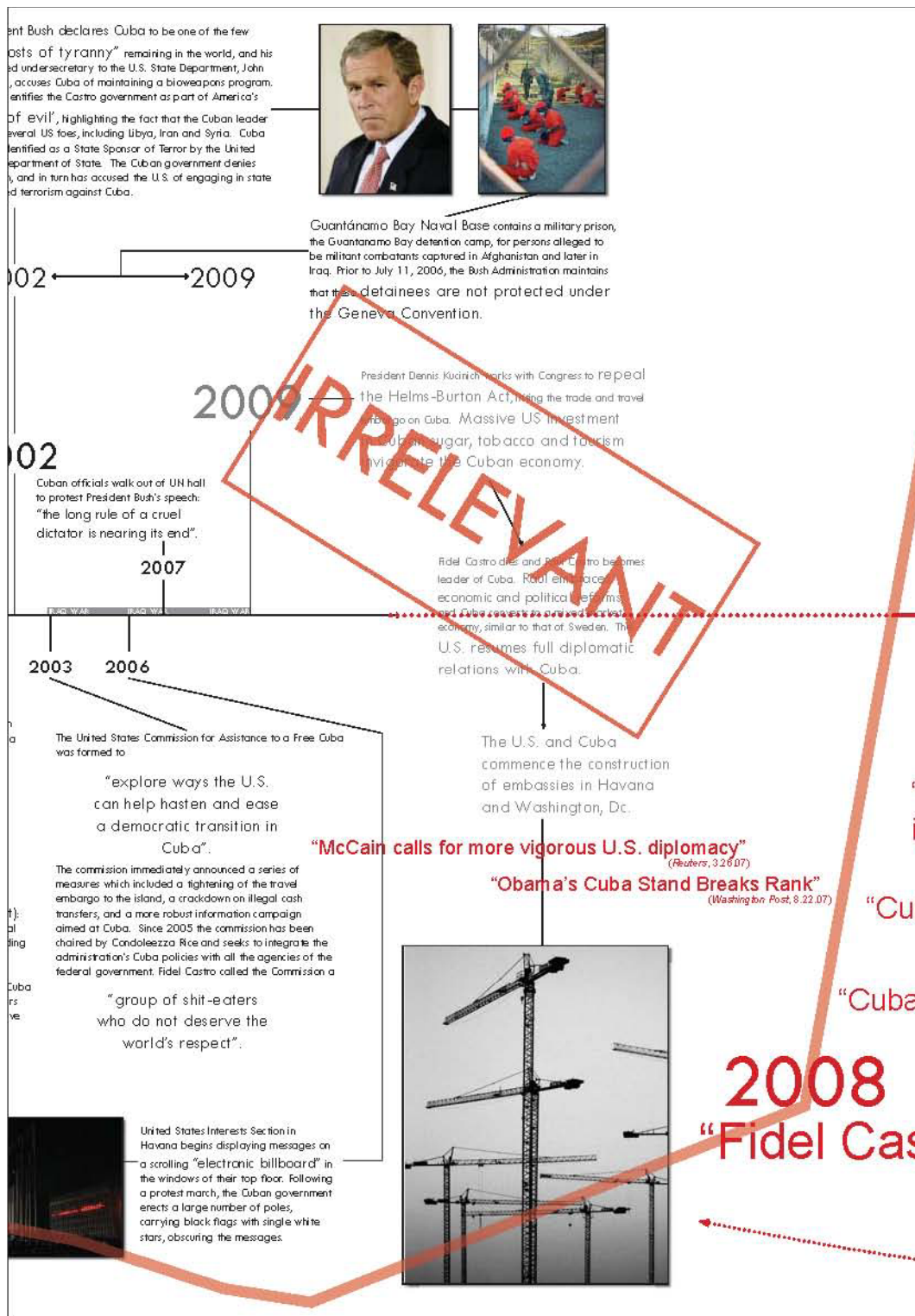


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PROJECTED (Revisited). Fidel Castro's resignation precipitates a flurry of minor, yet significant economic and social reforms. The next American president pursues negotiations with Raul Castro and incrementally repeals trade and travel embargos. Embassies are constructed in Washington, DC, and Havana [by author].

THE END OF AN ERA

The nature of the relationship between the US and Cuba is quickly changing due to the dynamic political and ideological shifts within each nation. Most importantly, Fidel Castro, after almost fifty years as president of Cuba, abdicated his position in February 2008. His brother, Raul Castro, who assumed the presidency, has gradually instituted minor economic and social reforms, which have the potential to ease US concern over human rights abuses. Furthermore, the end of Fidel's reign signals a new era for the Cuban people, who will be less likely to accept hardships without the influence of Fidel's cult of personality.

Change of administration within the US will also contribute to a warming of relations between the two states. By the end of his first term, President George W. Bush had increased restrictions on travel to Cuba and bolstered the economic blockade on the island. These actions served to pander Florida's powerful anti-Castro, Cuban-American voting bloc, and had little to do with actual diplomacy. A new administration will be less prone to crude political power plays and more likely to engage in real negotiation with the world's nations, including Cuba. Additionally, the numbers of Florida Cuban-Americans who are angry at Fidel Castro are diminishing as the next generations reach voting age. This ideological shift necessitates a more nuanced approach to the politics of Cuban-Americans, who are less influenced by the symbolism of a hard line on Cuba.¹

Furthermore, Americans now recognize that the nearly fifty-year-old trade and travel embargo with Cuba has proved to be a failed policy. The embargo has only

¹ Rieff 50

served to diminish the economies of both nations involved. Especially considering Cuba's wealth of sugar crop, and the spectacular failure of corn-based ethanol, it is inevitable that very soon after a new administration takes office, the doors to trade between the US and Cuba will swing wide open. Following tight on the heels of economic dependency will be a strong diplomatic relationship, and eventually the construction of embassies in Washington, DC, and Havana.

Chapter 1: BUILDING SOCIAL CAPITAL



Fig. X. House of Sweden, Swedish Embassy, Washington, DC. A whimsical exhibit for children invites Washingtonians into the House of Sweden, which incorporates cultural outreach into the standard embassy program. [by author]

“Embassies are symbolically charged buildings uniquely defined by domestic politics, foreign affairs, and a complex set of representational requirements.”

-Jane Loeffler, The Architecture of Diplomacy

WHAT IS AN EMBASSY?

It is a common misconception that embassies are singular, discrete buildings, only housing diplomats' offices in the host nation's capital city. In fact, embassies are usually comprised of several buildings throughout the host country (especially in a large country like the United States). Even within Washington, DC, many countries maintain more than one building to accommodate the many functions of diplomacy.



Figure 1 Embassy of Mexico, Chancery, Pennsylvania Ave NW [Flickr: slack13].

An *Embassy* (here with a capital 'E') refers to the sum of these buildings plus the very idea of a country's diplomatic presence within a host country, besides the physical infrastructure. One could refer to an Embassy's political or social agenda, without necessarily implicating the programmed functions of the building which houses the Embassy. For example, although the Embassy of Mexico maintains a

Mexican Cultural Institute many miles from the Embassy's main building, its *embassy* (here with a lower case 'e'), the cultural institute is also part of the Embassy of Mexico, and says so on its plaque. However, if one were looking for the "Embassy of Mexico", they would probably be seeking the embassy building on Pennsylvania Ave NW and not the cultural institute on 16th St NW. A country's embassy is always in the host country's capital city.



Figure 2 Embassy of Mexico, Cultural Center, 16th St NW [by author].

The various, and varying (according to each country's diplomatic agenda and resources), functions of an Embassy are accommodated by one or more buildings, in differing combinations and with programmatic overlaps. The *embassy* is the main headquarters of an Embassy, and is the center of a diplomatic mission.

A *chancery* is the office space used by the diplomats and their staff and may be part of the embassy, or in another building entirely. If an Embassy expands its

mission size and needs more space, it may buy or lease space in another building, adding to its chancery.

A *consulate* is part of an Embassy which interfaces with the representing country's citizens who are in the host country. The consulate is in charge of issuing visas and replacing lost or stolen passports. An Embassy might locate several consulates throughout the host country, depending on the numbers and locations of the citizens it needs to serve there. For example, the Embassy of Britain maintains consulates in 25 US cities, while the Embassy of Kazakhstan only has 2.

The *ambassador's residence* is where the ambassador, who is the ranking government representative of a country, lives. This place is always also used to represent the Embassy. The ambassador's residence is often the site of functions relevant to the process of diplomacy and is characterized by being private, as opposed to the public nature of the chancery or consulate.

Many countries maintain *cultural centers* as part of their Embassies. A cultural center serves as a showcase for country's art, music, literature, film, language, and history. These places engage the community by offering activities, performances, and exhibitions meant to be enjoyed by the public. Generally, these spaces are very open and accessible to people who would ordinarily not have a reason or purpose to visit an Embassy building. A cultural center is part of an Embassy's public affairs component, which also handles press. Therefore, there is inherently a significant aspect of marketing involved in such a space.

Lastly, Embassies employ many offices specific to a particular sector of their national interests. For example, *military attaches* handle contacts between the

military of the Embassy's country and that of the host country, including intelligence exchange. Also, attaches of agriculture, science, commerce, and health foster contact and exchange of information relevant to those fields. Attaché offices may be part of the main embassy building, but are often in separate quarters.

GLOBAL AND LOCAL CONNECTIONS

The primary goal of an Embassy is to establish and maintain a diplomatic relationship between the represented country and the host country. This diplomatic exchange is on a global scale, and creates an international network of political, social, economic, and military posturing and negotiating. In this case, the physical location and expression of an Embassy serves the Embassy's agenda in its interactions with officials of the host country and with officials of other foreign missions in the host country.

On a local scale, successful Embassies endeavor to engage private citizens of the host country in order to build social capital. Social capital is the idea that "features of social organization such as networks, norms, and social trust . . . facilitate coordination and cooperation for mutual benefit".² Many Embassies have recognized the value of social capital and have sought to generate it by formally and informally inviting locals and tourists into their buildings.

Fostering local connections creates a significant advantage for an Embassy to pursue its ultimate goal of promoting its nation's agenda. Strong local engagement

² Putnam, par. 7

has the power to sway public opinion at a grassroots level, which then trickles up to policy makers. Frequently, embassies are the site of civic demonstrations for or against the policies of the represented country. The reverse situation, when an Embassy demonstrates for or against the host nation's policy, is also typical. A successful Embassy recognizes its buildings as tools for propagating information and ideas, and uses them as such.



Fig.x Protestor in front of Vatican Embassy on Embassy Row, Washington, DC. Embassies are often the site of civic demonstrations for or against the representing nation's policy [by author].

Unfortunately, embassy buildings have also been the targets of violent acts, also intended to influence the representing nation's policy. These acts range from stone-throwing, as seen at many US embassies abroad in the 1960s in opposition to US involvement in Vietnam³, to devastating bomb attacks such as those at the US

³ Loeffler 241

embassies in Nairobi and Dar-es-Salaam in 1998. Such violent acts have caused security to be a predominant concern of embassy design.

Regrettably, security has replaced communication as the primary value of embassy design. Explicitly highly secure embassies stymie a diplomatic mission's ability to engage people and create social capital. Ever increasingly responsive to the perceived threat of violence, embassies more often resemble fortresses than civic buildings. This design approach prevents access to the building and connotes an attitude of fear, isolation, and paranoia. Walls, fences, bollards, cameras, and guards intimidate visitors and passers-by and greatly alter public perception of an embassy, and in effect, its representing nation.



Fig.x United States Interests Section, Havana, Cuba. State Department staff have placed a large marquee announcing anti-socialist messages to the Cuban people [Flickr: aplatkin].

Although security concerns are a major consideration for Embassies today, this has not always been the case. Likewise, there is no reason that security must

continue to hijack the image of Embassy buildings. The motivation to attack an embassy is not one of practicality, but one of symbolic intent. Therefore, the remedy to violence is not to make embassies harder to blow up, but to reduce the motivation to attack in the first place. Strengthening embassies against attack is reactive and addresses the symptoms of failed policy. Instead of yielding to the threat of terrorist acts by becoming reclusive and introverted, embassy buildings should actively participate in diplomatic outreach to friends *and* enemies of the representing nation. The most immediate way for a building to influence its users is through its image and site.

HOW TO SITE AN EMBASSY

Geography undoubtedly plays a central role in the evolution of world politics. Geographic proximity forges alliances and hostilities among nations. Natural resources and strategically-important lands do the same. Instability in one part of the world often spreads throughout the surrounding region. Unfortunately for countries, they cannot change where they are located in the world. Embassies, however, have great freedom to select sites which are advantageous for their political, strategic, and social agenda.

An embassy's site situation implies as much about the institution as does the building itself. An Embassy must consider many variables during the site selection process, including where the host country will allow it to build. In Washington, DC, sites are authorized by the National Capital Planning Commission (NCPC), the federal government's central planning agency.

Because the siting of an embassy is a political act, the host country has as much interest in the location of an embassy as does the representing country. In Washington, DC, permitted embassy locations are pursuant to unreasonable beaurocratic regulations. Allies and friendly neighbors are granted sites considered especially prestigious, such as Mexico and Canada, who each occupy embassies on Pennsylvania Avenue with important sightlines to the White House and the Capitol.

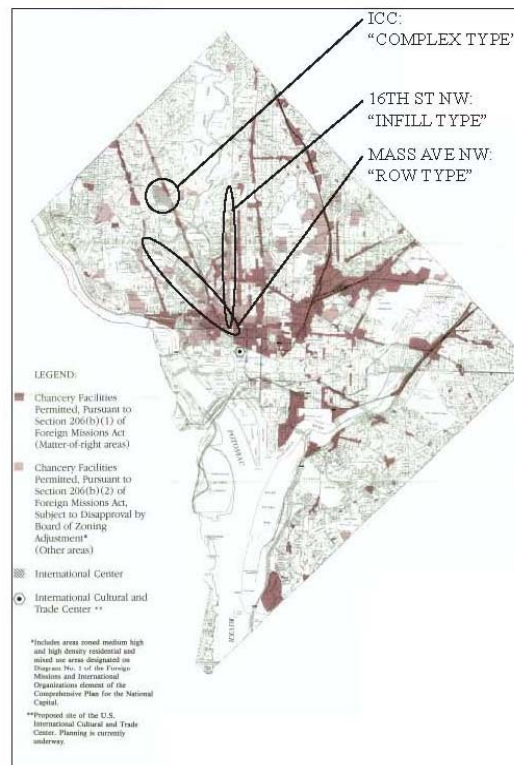


Fig.x Permitted Locations for Chancery Facilities. These guidelines are pliable, and a chancery may be built on an unpermitted site as a result of political negotiation [National Capital Planning Commission, with author’s annotations].

Embassy buildings in Washington, DC, generally conform to one of three site types: row, complex, and infill.

Row type embassies are sited within a linear district of other embassy buildings. Massachusetts Avenue NW is currently known as “Embassy Row”

because of the large density of embassy buildings along this major artery between Wisconsin Avenue NW and Scott Circle NW.

Complex type embassies are sited in special districts which are isolated from the surrounding urban fabric. Embassy buildings of this type rely on the principle of “strength through numbers” and are neighbored exclusively by other embassy buildings, allowing them to benefit from each other’s security mechanisms. The International Chancery Center (ICC), on Van Ness St NW and Connecticut Ave NW is Washington, DC’s, prime example of complex type embassies.

Infill type embassy buildings exist in neighborhoods not necessarily associated with other buildings of diplomacy. In this case, “infill” refers to a site inserted into existing, non-uniform fabric at a neighborhood scale, and does not imply that a site necessarily abuts existing buildings. Infill type embassies exist among residential, retail, commercial, and institutional buildings, in neighborhoods not primarily populated by other embassies. Along the 16th St NW corridor, embassies are infilled into diverse urban fabric.

Embassy Types

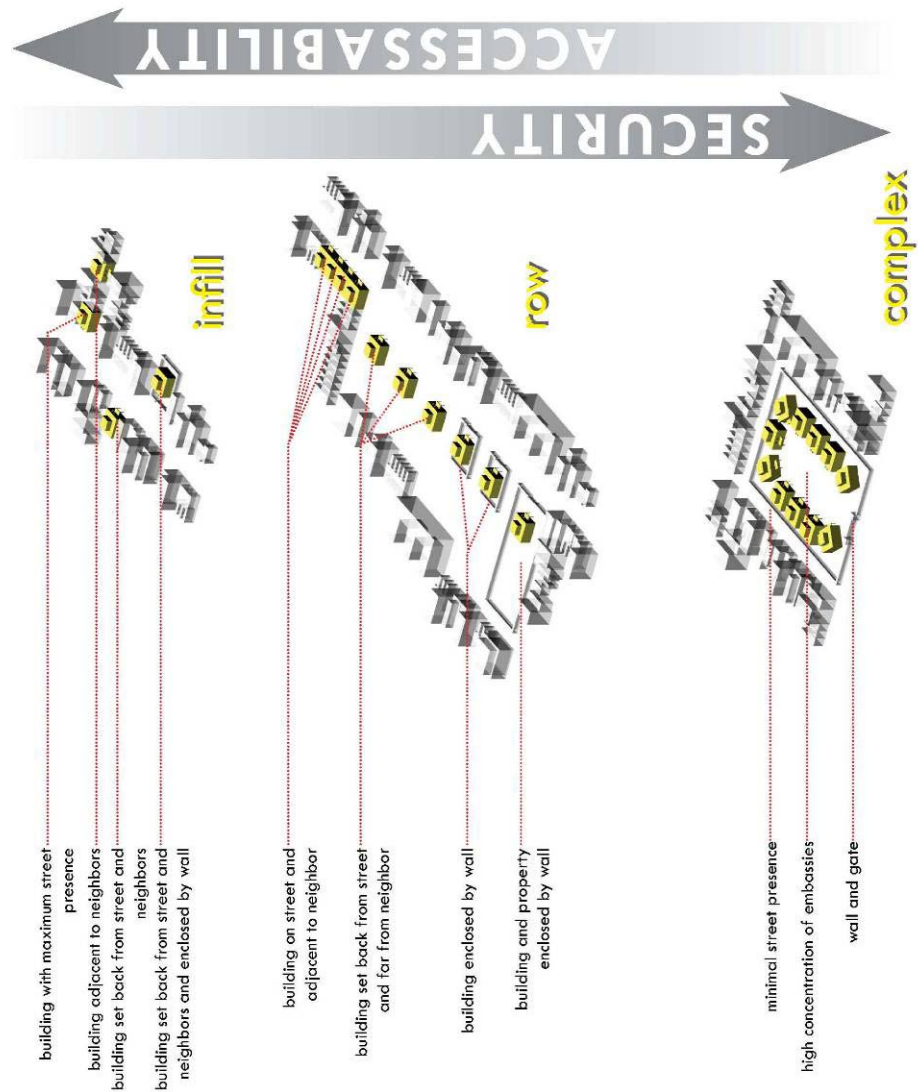


Fig.x Embassy Types in Washington, DC. The nature and conditions of the site exert considerable influence on the security and accessibility of the embassy building [by author].

Chapter 2: SITE CONSIDERATION



Fig.x Embassy Row, 22nd St NW and Massachusetts Ave NW, Washington, DC. By their tight proximity, embassies in this iconic neighborhood enjoy enhanced security, yet suffer from a detachment from the rest of the city [by author].

“In Washington, embassies are our modern-day palaces, marble manifestations of the way the nations of the world wish to present themselves to other countries.”

-- Sarah Booth Conroy, *Washington Post*

EMBASSY ROW

Since the end of World War II, the stretch of Massachusetts Avenue NW between Wisconsin Avenue NW and Scott Circle NW has developed into a linear district of diplomatic buildings known colloquially as “Embassy Row”. Many of these buildings formerly were mansions built for Washington’s wealthy elite, but were vacated after this area became less fashionable. After WWII, many nations scrambled to establish their embassies in the capital city of the emerging world superpower, and thereby established a de facto district of embassy buildings among the existing, regal estates.

Since that initial speculation, modern embassy buildings have squeezed between their neoclassical counterparts, and this area has become the iconic embassy district. Immediately on Massachusetts Ave NW, the few buildings which are not embassies are occupied by elite and prestigious institutes and social clubs. One block to either side of Mass Ave, expensive single-family residences and sprawling park space buffer this corridor.

Although Embassy Row offers many assets to the Embassy of Cuba, ultimately it is an inappropriate neighborhood for the building’s site. One such asset is Embassy Row’s sheer quantity of embassy buildings. All Embassies require easy communication and exchange with other Embassies, so physical proximity can lubricate the diplomatic process and allow diplomats to walk to their destinations. However, this embassy concentration is also a liability, as Embassy Row embassies tend to get lost among the mass of their cohorts, causing the buildings to become anonymous and unimagable.

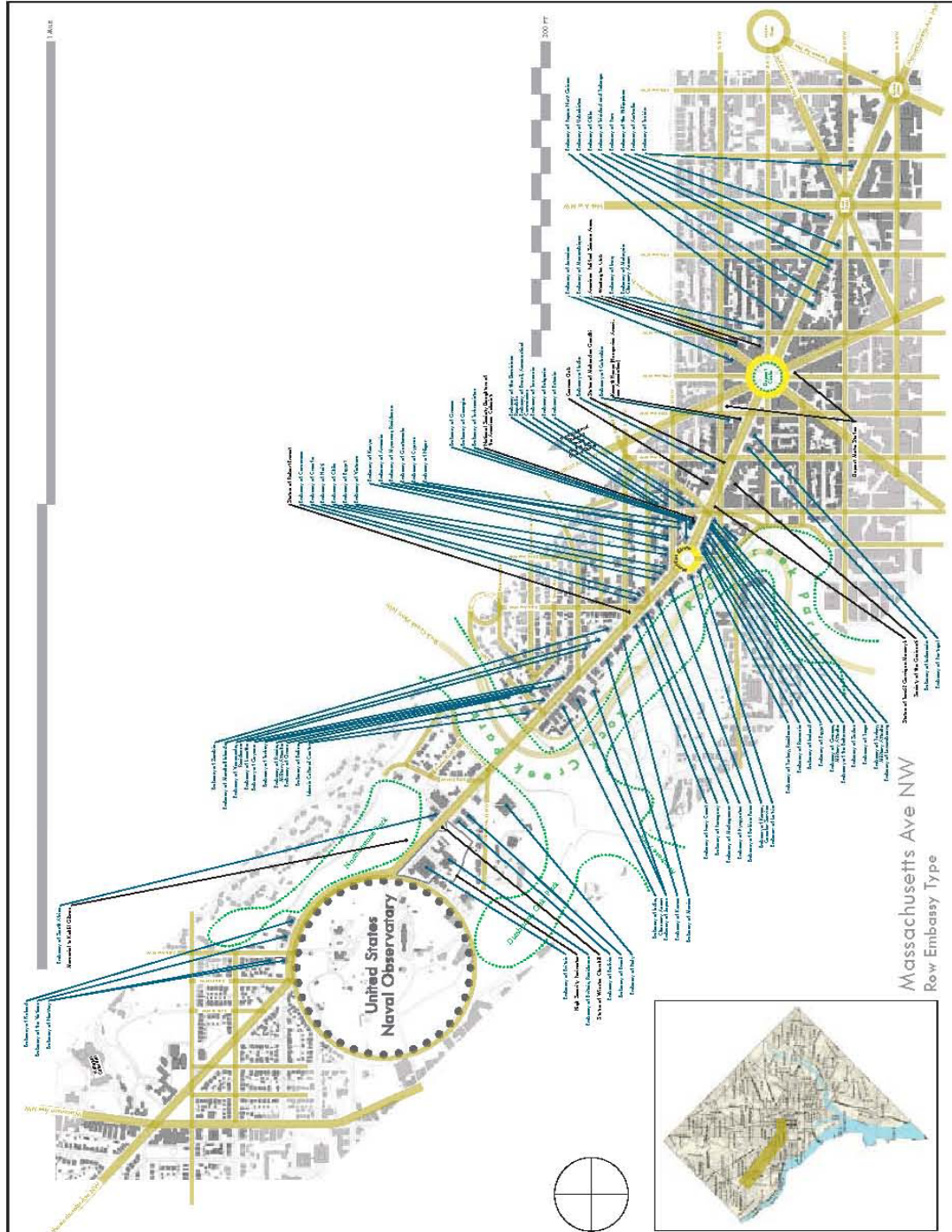


Fig.x Embassy Row, Northwest Washington, DC. The greatest concentration of embassy buildings is focused in the area around Sheridan Circle NW [by author].

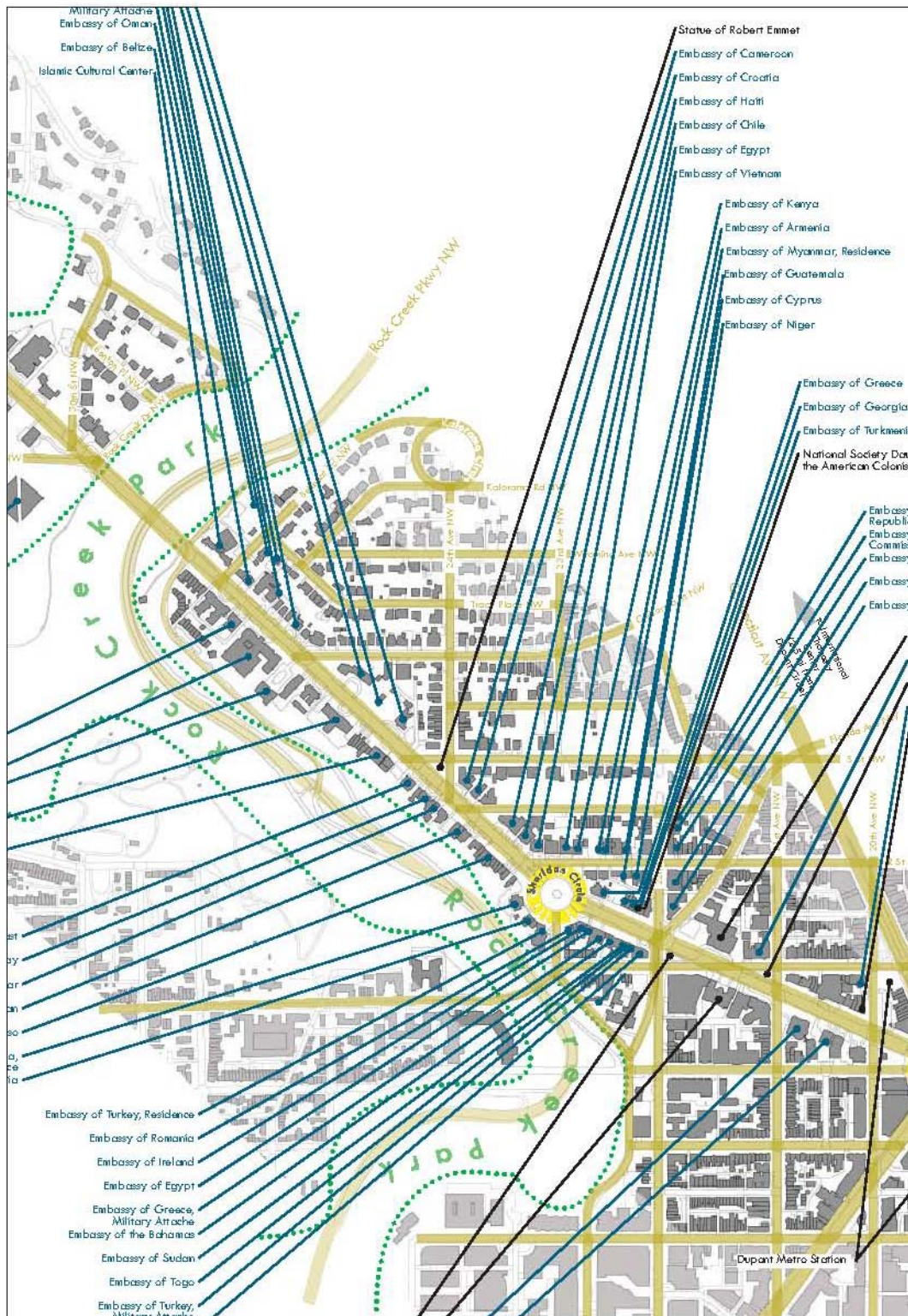


Fig.x Embassy Row, Northwest Washington, DC. The high concentration of embassies, to the exclusion of other building types, creates a monoculture of use, which causes streets to be deactivated at night and on weekends [by author].

Also, Embassy Row offers plenty of surrounding green space, including Rock Creek Park, Dumbarton Oaks Park, Normanstone Park, and Montrose Park. This park space is a valuable amenity to any building sited in the area, however, the green space also functions to divide these buildings from the rest of the city by interrupting vehicular access. Likewise, only one metro stop, Dupont station, services Embassy Row and this stop is at the far southern end of the corridor. It is an uncomfortable, uphill, half-hour-long walk from Dupont station to the Naval Observatory, at the northern limit of Embassy Row.



Fig.x Massachusetts Ave NW and Rock Creek Dr NW
Sprawling park space, including Rock Creek Park, envelope the Embassy Row corridor [by author].

Perhaps Embassy Row's greatest liability as a site for the Embassy of Cuba is the Row's monoculture of building type. Essentially, two building uses occupy Embassy Row: institutional/civic and residential. This lack of diversity limits who is likely to visit to the area. Even during a pleasant weekday in September, very few people are on the street. Most people on the street are walking from their car to their destination. Most of these people happen to work in the embassies which line Mass Ave. This situation is disastrous for an embassy whose goal it is to attract visitors and build social capital.



Fig.x Tour Bus, Embassy Row, Northwest Washington, DC. The few visitors to this area speed through on a tour bus and miss the opportunity to visit any of the buildings [by author].

Embassy Row is an inappropriate site for the Embassy of Cuba also for the fact that the shared security concerns of so many embassies and government interests, such as the US Naval Observatory, creates a neighborhood steeped with paranoia.

Indeed, it is difficult to stroll Embassy Row and take a few photographs without attracting the attention of police, secret service officers, and diplomats who assume that any activity is dangerous activity. This climate of fear undermines the Embassy of Cuba's policy of visitor outreach.

INTERNATIONAL CHANCERY CENTER

The International Chancery Center (ICC) in the Woodley Park neighborhood of Northwest Washington, DC, is home to eighteen highly-secure embassy buildings, which are completely invisible from the main streets. These modern, kitschy buildings are arranged along a series of freshly-paved cul-de-sacs, surrounded by tall fences and immature trees. The scene resembles a retirement community for wealthy international secret agents, in constant fear of assassination.

The ICC is owned and operated by the US State Department, which maintains an administrative building in the complex. The ICC was commissioned in the early 1980's, as Embassy Row was becoming more crowded and expensive, to accommodate the embassy buildings of newly-independent nations. Nearly built to capacity (China's new embassy building is due for completion in 2008), the ICC unfortunately fully segregates these many important buildings from the rest of the city.



Fig.x Van Ness Street NW, International Chancery Center, Washington, DC.
 The clusters of embassy buildings in this area are completely hidden from the street, which is unoccupied by pedestrians and through-traffic [by author].

The ICC represents the absolute worst notions of embassy siting and design, akin to the design principles of the Green Zone, the US Embassy in Baghdad. The segregationist planning of the ICC connotes the mentality of “us vs. them” and validates terrorists’ warped rationale that these buildings symbolize the inequity and imperialism which they seek to destroy. In fact, it is actions such as the development of the ICC which instigate violent response from extremist ideologues. More importantly, the ICC reduces the quality of experience of the city of Washington, DC, as it interrupts the city’s fabric and produces zones where residents and visitors feel threatened and unwelcome.

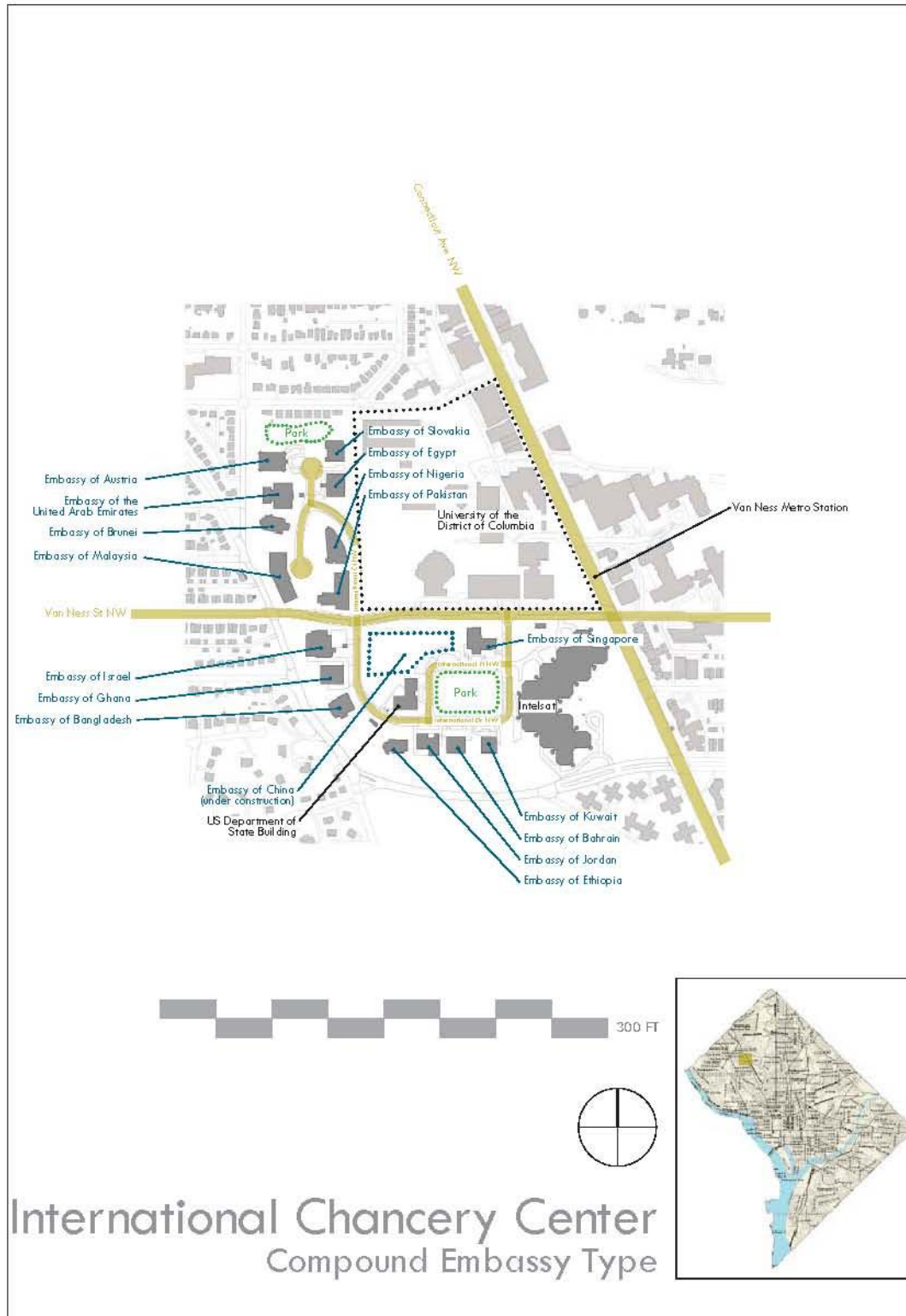


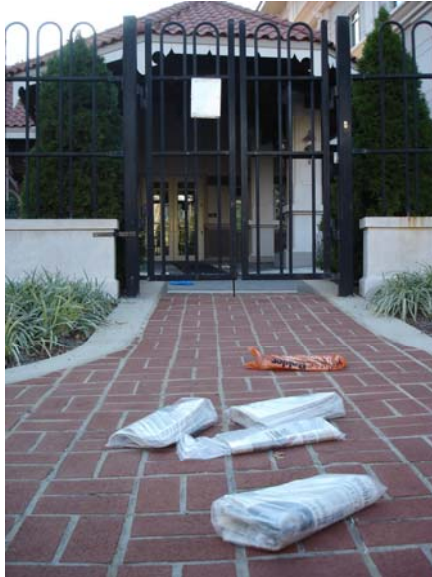
Fig.x International Chancery Center, Washington, DC. Situated exclusively among other embassies, the embassies in the ICC suffer from limited access by pedestrians and through-traffic [by author].

In the sole interest of increased security, the embassy buildings in the ICC eschew all obligations to facilitate the visitor. In fact, the buildings make it very obvious, through the use of unending barriers and surveillance systems, that visitors are not welcome. Pedestrians are confronted by a startling array of fences, walls, retractable bollards, man-traps, two-way mirrors, ubiquitous cameras, intercoms, and parked secret service vehicles, occupied by nosy agents.

These extreme security measures are wholly contrary to the Embassy of Cuba's goal of embracing the visitor. Although security is a necessary component of any embassy program, the overt display of fear and paranoia found at the ICC is ultimately destructive to an Embassy's mission of diplomatic and community outreach.



International Chancery Center Cul-de-Sac. From left to right: Embassy of Nigeria, Embassy of Pakistan, Embassy of Malaysia.



Embassy of Malaysia. Not much is happening on a weekend at the ICC.



Embassy of Nigeria. Dumpsters greet visitors to the building.

Fig.x International Chancery Center, Washington, DC. The ICC's configuration of cul-de-sacs prevents pedestrian discovery and interaction with the buildings. Also, many of the buildings turn their backs to main streets, creating a promenade dominated by dumpsters and service loading docks. The entire neighborhood suffers from being neglected on weekends and nights, when embassies are not in use [by author].

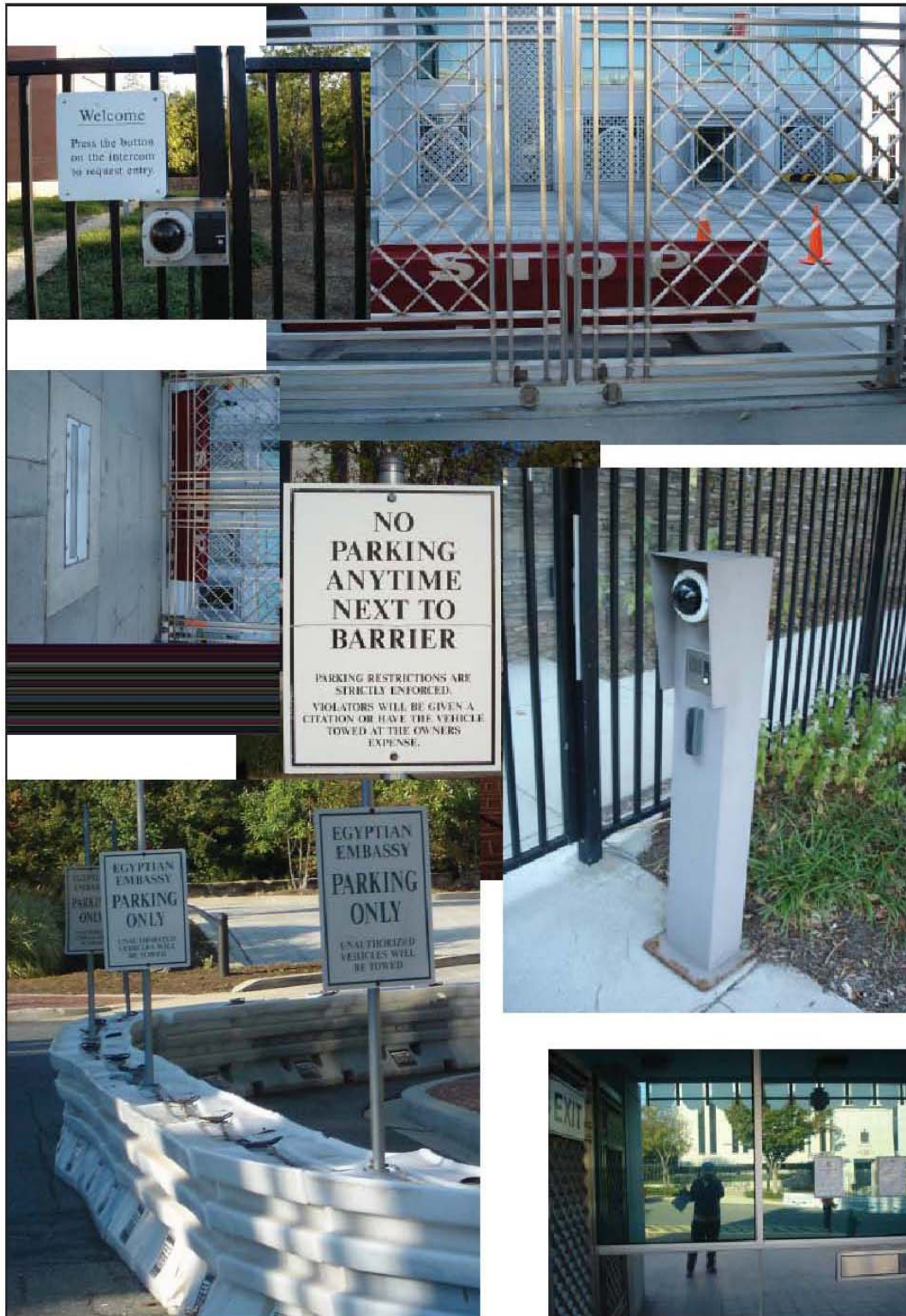


Fig.x Security measures at the International Chancery Center, Washington, DC.

At every turn, visitors are reminded that they are being watched. A comprehensive array of security features dissuades visitors from lingering. Parking a car in the wrong place might be misconstrued as an act of war [by author].

SIXTEENTH STREET NW CORRIDOR

Extending from the White House at the South, into Maryland at the North, 16th Street NW has historically been home to many embassies and the estates of the wealthy elite, much like Embassy Row. The major difference between these two corridors is that 16th St NW benefits from a greater diversity of building use and population demographics. Because 16th St NW is not exclusively associated with buildings of diplomacy, the functions of everyday life flourish and enrich this area.

Before Massachusetts Ave NW was known as Embassy Row, 16th St NW was the premier locale for buildings of import. Known as “Presidents Avenue”, this street was once the fashionable place to build mansions and institutes. After Massachusetts Ave gained prominence, 16th St NW became neglected and blighted. Although within the past decade the area has gentrified quickly, since the end of WWII this street has marinated in a working-class authenticity appropriate for the site of the Embassy of Cuba.

The most striking attribute of 16th St NW is how quickly the character of the street changes from block to block. This area’s greatest asset is its astounding diversity of inhabitants and building uses.

From the south, 16th St NW resembles any major downtown DC street, lined with mostly banal, boxy office buildings, used for office space during the daytime and abandoned at night. Going north, Scott Circle is home to many contemporary embassy buildings, including the hulking Embassy of Australia and the elegant Embassy of Tunisia.



Fig.x 16th St NW, Downtown Washington, DC. The street is dominated by boxy office buildings, which are abandoned at night and on weekends [by author].

North of Scott Circle, the buildings along 16th St NW generally reduce in scale to four and five storey residential buildings, dramatically punctuated by tall church spires and monumental neoclassical institutes. The intersection of 16th St NW with U St NW and New Hampshire Ave NW is a major moment along this corridor and forms a gateway to the highly active U St NW corridor, rife with mixed-use buildings and a vibrant nightlife.

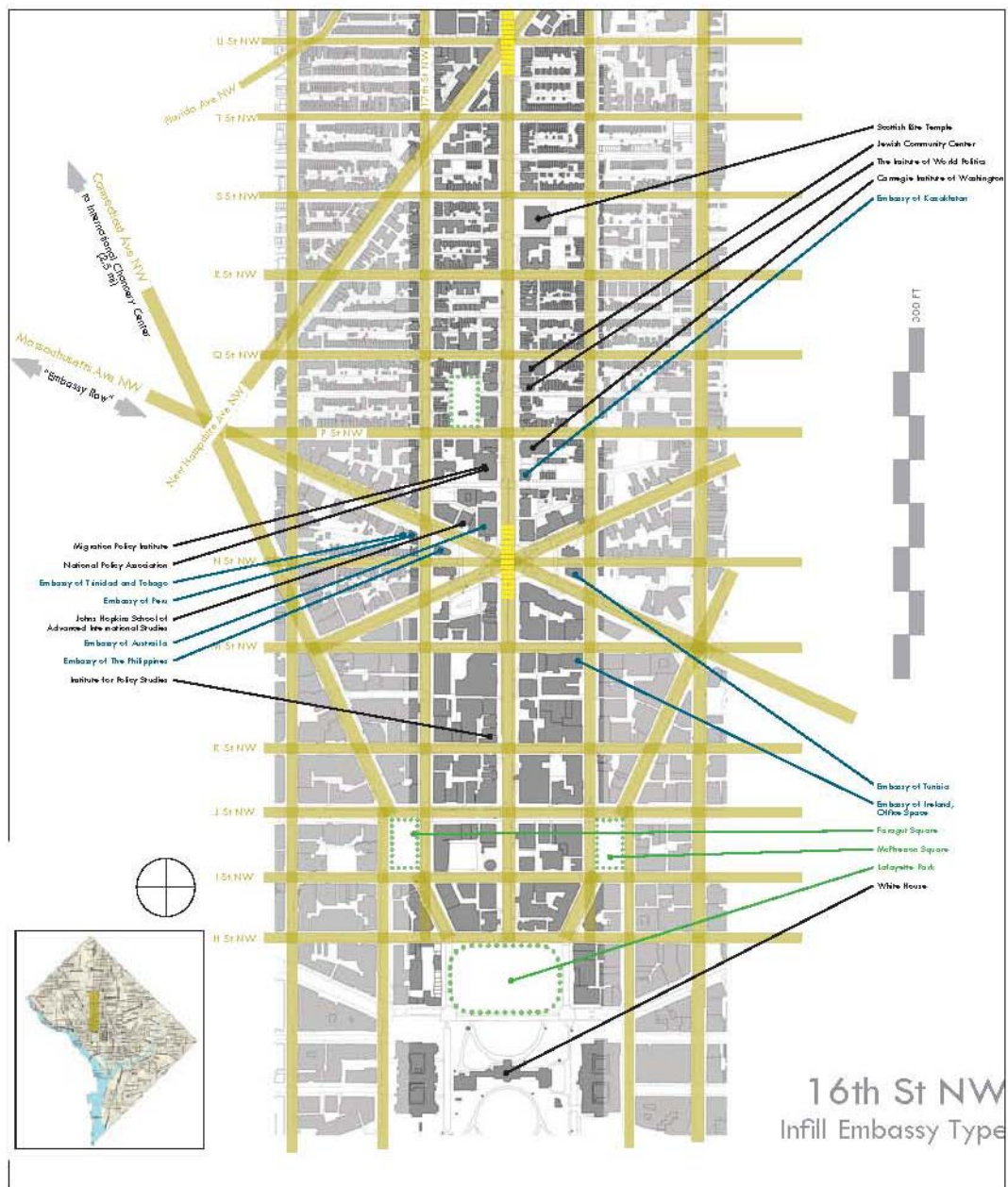


Fig.x 16th Street NW Corridor, White House to U Street NW, Washington, DC.
[by author].

North from this intersection, Meridian Hill (Malcolm X) Park dominates the streetscape and provides valuable green space for the area. North of Meridian Hill Park, 16th St NW is lined with stately neoclassical buildings, which were all occupied by Embassies before the area lost favorability to Embassy Row. Some of these buildings are still embassies, such as the Swiss Embassy, but many now serve as adjunct embassy buildings, as the nations' flagship buildings have relocated. This is the case of the Embassy of Mexico and the Embassy of Spain, which maintain a cultural institute and an American liaison division, respectively, in their former embassies on 16th St NW.

Fig.x 16th St NW and U St NW, Washington, DC. This area is very active, as opposed to downtown [by author].



Fig.x 16th St NW at Meridian Hill Park, Washington, DC. This large park is a great amenity for the surrounding neighborhood [by author].



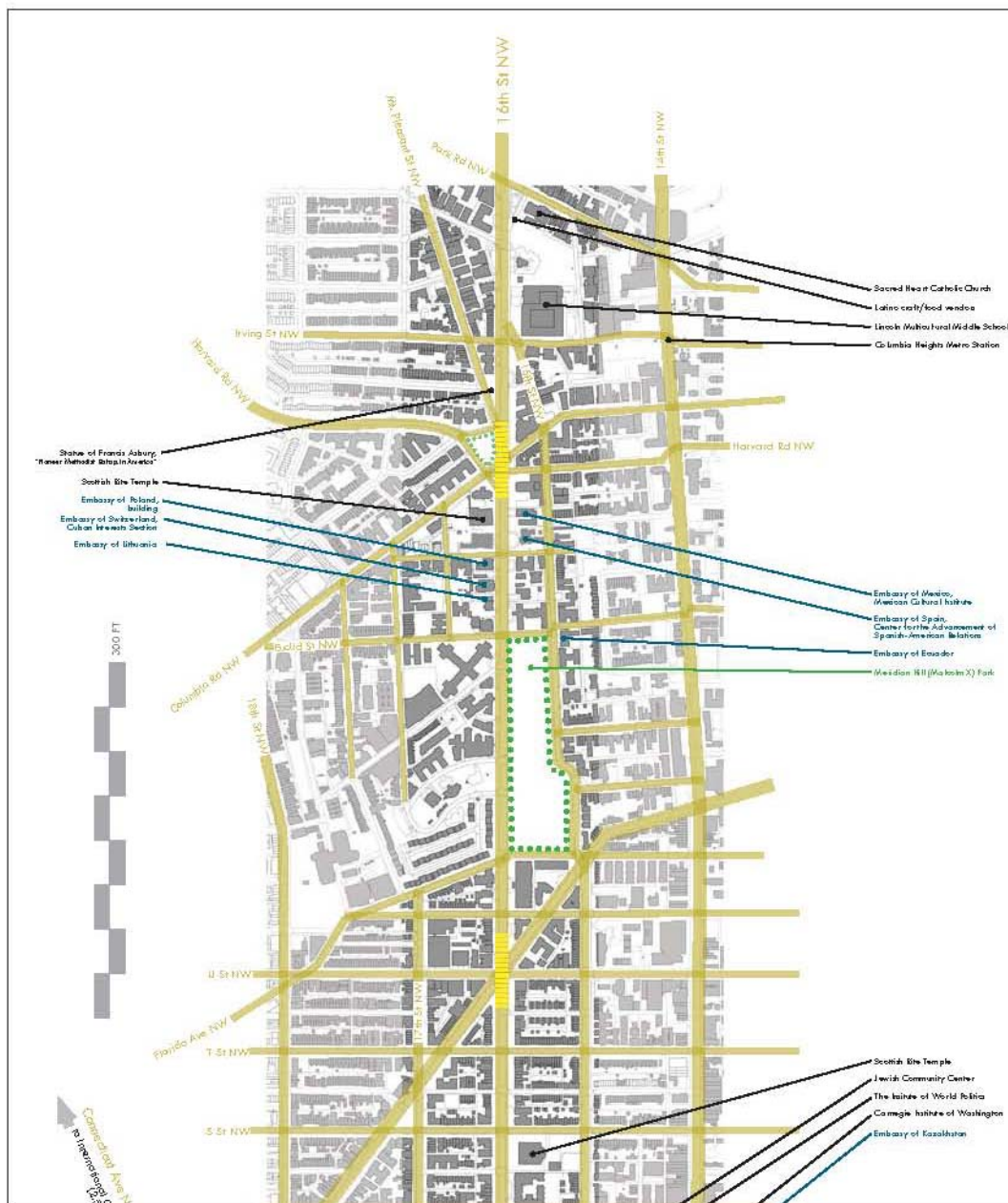


Fig.x 16th Street NW Corridor, U Street NW to Park Road NW, Washington, DC.
[by author].

Fig.x 16th St NW, View Towards Washington Monument, Washington, DC. Poplar rows create a stately streetscape [by author].



Fig.x 16th St NW and Columbia Rd NW, Washington, DC. Tall church spires define the space of this otherwise sprawling intersection. Also, the churches imbue this space with a great sense of drama and imagability [by author].



The next major intersection along 16th St NW occurs where Columbia Road NW, Harvard Road NW, and Mt. Pleasant Street NW all converge in a confusing mess of concrete islands, traffic lights, and crosswalks. This point marks the nexus of the neighborhoods of Adams Morgan, Columbia Heights, and Mt. Pleasant. The intersection is dominated by three tall church spires, which help define and scale the sprawling space of the massive intersection and adjacent small park.

North of this intersection, 16th St NW is characterized by large apartment buildings, a few educational buildings and churches, and many single family homes.

The scale and density of the street drops abruptly to single family homes, as 16th St NW continues northward past Walter Reed Army Medical Center and into Maryland.

The 16th St NW corridor is an ideal location for the Embassy of Cuba. The diversity of building uses and diversity of class and ethnic identification of residents of the area ensure the viability and effectiveness of the Embassy of Cuba's mission of visitor outreach and Cuban cultural awareness. Because 16th St NW is not solely based on an abundance of diplomatic buildings, as opposed to Embassy Row and the ICC, more people will be exposed to the building, contributing to its success.

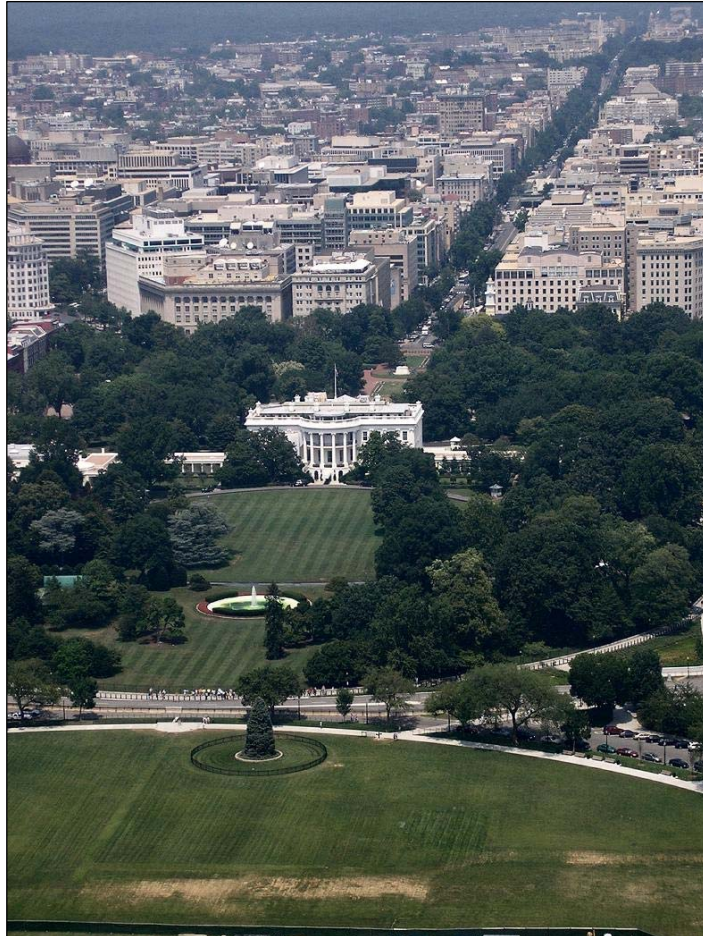


Fig.x Looking North up 16th St NW from Washington Monument, Washington, DC. All buildings along this corridor have a strong, direct axial relationship to the White House, which is the ultimate symbol of power and policy of the United States [Flickr: jroads].

The 16th St NW's orientation as axial with the White House charges the corridor as politically symbolic and gives special meaning to the buildings along it. This symbolic gesture is important to a building which exists to facilitate communication and policy-making between its representing nation and the host nation. Siting the Embassy of Cuba along 16th St NW symbolically and spatially creates a powerful dialogue between the Embassy and the White House.

Chapter 3: SITE SELECTION AND ANALYSIS



Fig.x 16th Street NW, near Columbia Road NW, Washington, DC. This part of Sixteenth Street NW exudes institutional gravitas, and is continually active with residents and visitors [by author].

“Something like the Champs Elysees, Sixteenth Street is central, straight, broad and long . . . Each section of the thoroughfare will be a dream of beauty . . . not only for American citizens, but diplomats of foreign countries.”

-- Mary Foote Henderson

SITE SELECTION

The section of Sixteenth Street NW most appropriate for the Embassy of Cuba is the area north of Meridian Hill Park and south of Irving St NW. The neighborhoods north of this zone are too exclusively residential and too far from the historic district of embassies along 16th St NW. Also, the area north of Irving St NW suffers from a total lack of metro accessibility. South of Meridian Hill Park, 16th St NW becomes more like Massachusetts Ave NW in regard to its monoculture of building use and homogeneity of resident class.

Four sites along 16th St NW between Irving St NW and Meridian Hill Park offer potential to accommodate the Embassy of Cuba's mission of outreach to locals and visitors.

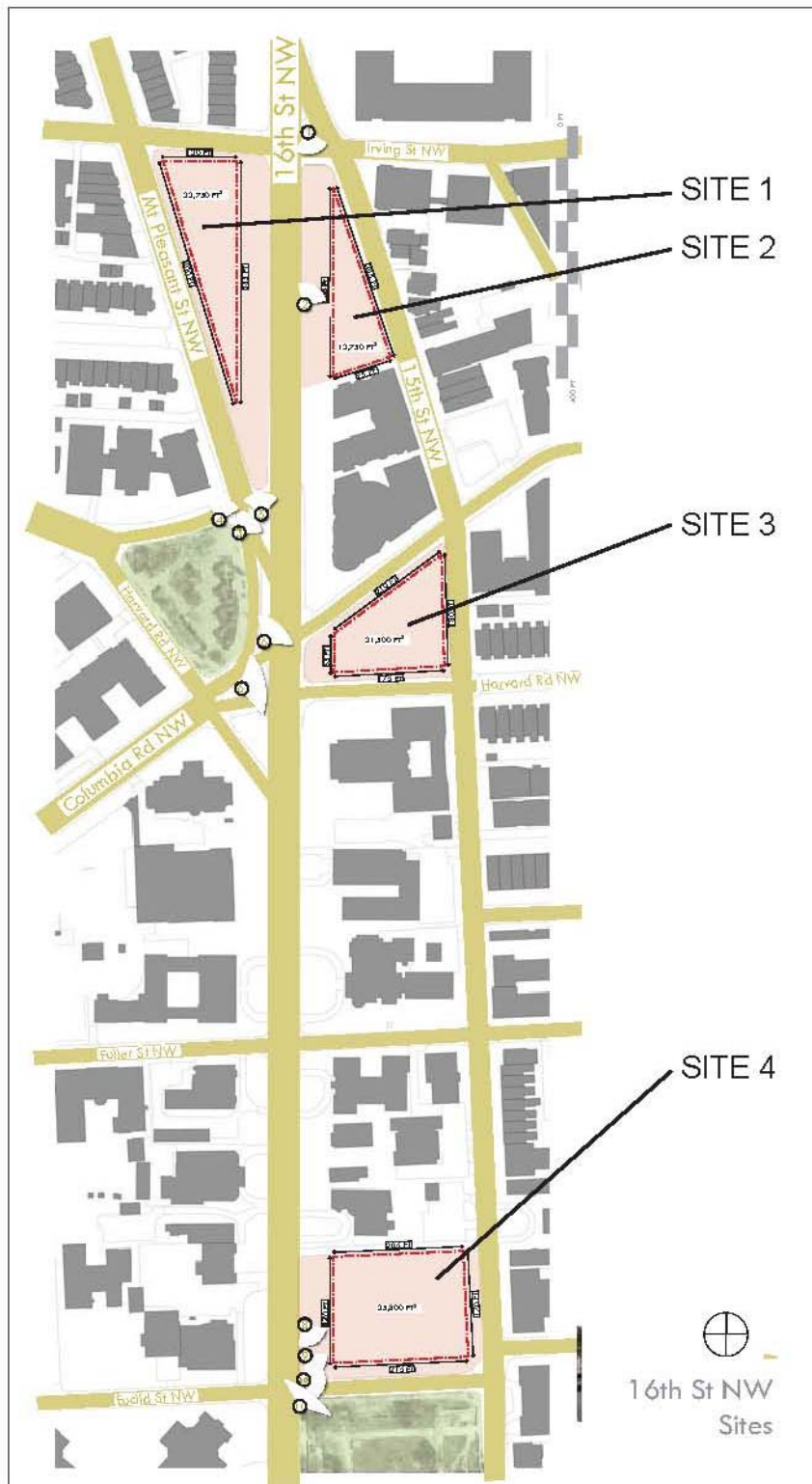


Fig.x Potential 16th Street Sites. Each site offers particular assets and liabilities [by author].

All four sites enjoy frontage on 16th Street NW, which is necessary to establish significant presence for the embassy. A strong relationship to 16th Street reinforces and capitalizes on the street's direct relationship with the White House. Sites 1 and 2 are located in the more residential part of the general area, while sites 3 and 4 are closer to the institutional buildings which line the corridor. Sites 1 and 2 are oddly shaped, and the acute angles which characterize their geometry would impede space planning of the embassy. Conversely, these extreme angles might encourage a dynamic solution, which would enhance the image of the embassy.

All four sites are able to sustain the standard embassy program, in terms of their area. Comparison with existing, local embassies shows that sites 3 and 4 would better accommodate a medium to large embassy of conventional footprint.

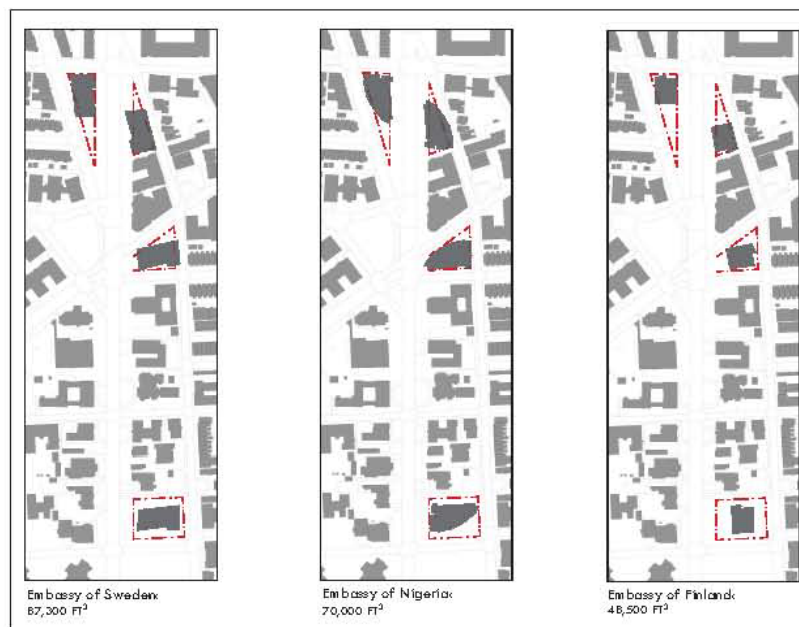


Fig.x Considered Sites Scale Study. Sites 3 and 4 more gracefully accommodate medium and large embassies [by author].

SITE ANALYSIS

Of the four sites considered, site 3 best accommodates the square footage and program requirements of the Embassy of Cuba.

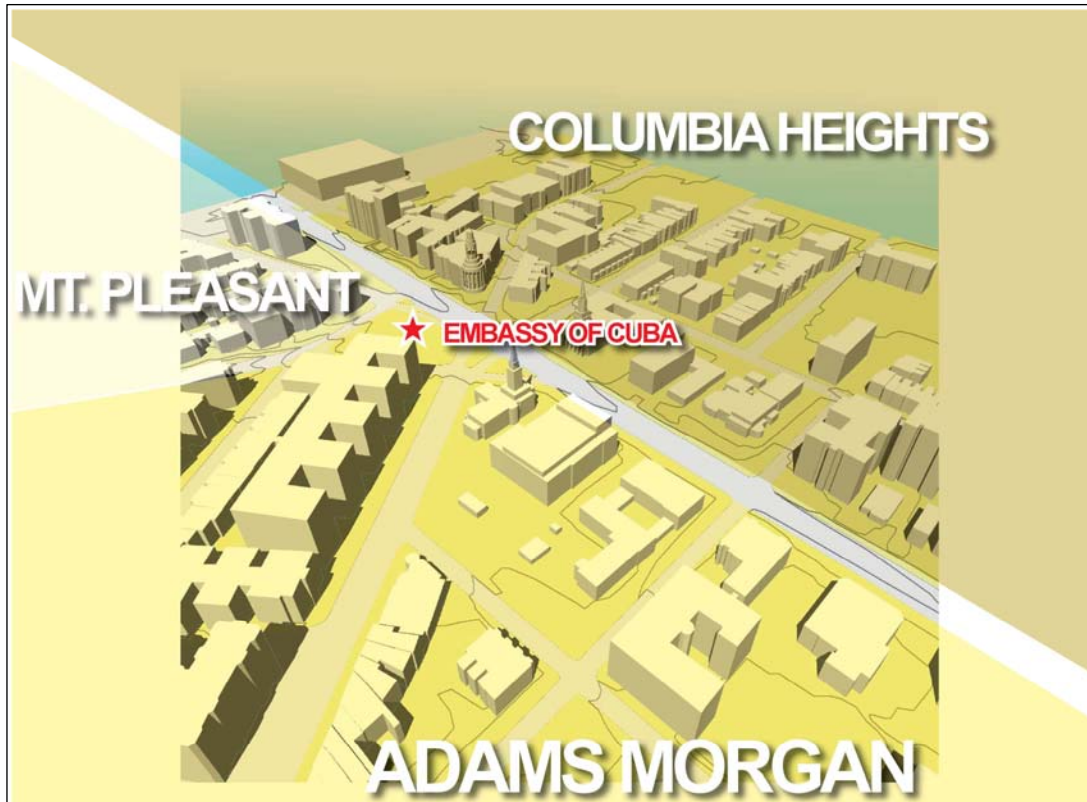


Fig.x Adjacent Neighborhoods. The site exists at the nexus of three very active and diverse DC neighborhoods [by author].

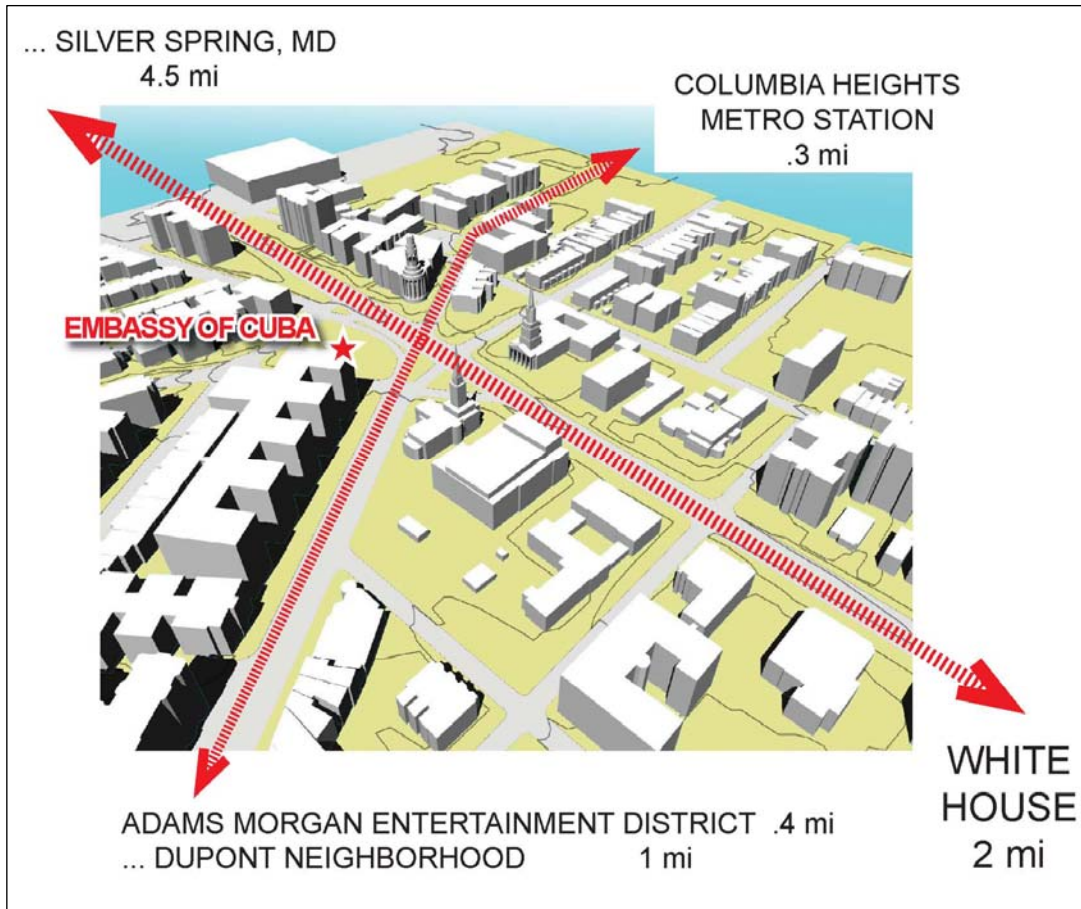


Fig.x Important Intersection. The intersection of 16th St NW and Columbia Rd NW is a major node in Washington, DC [by author].

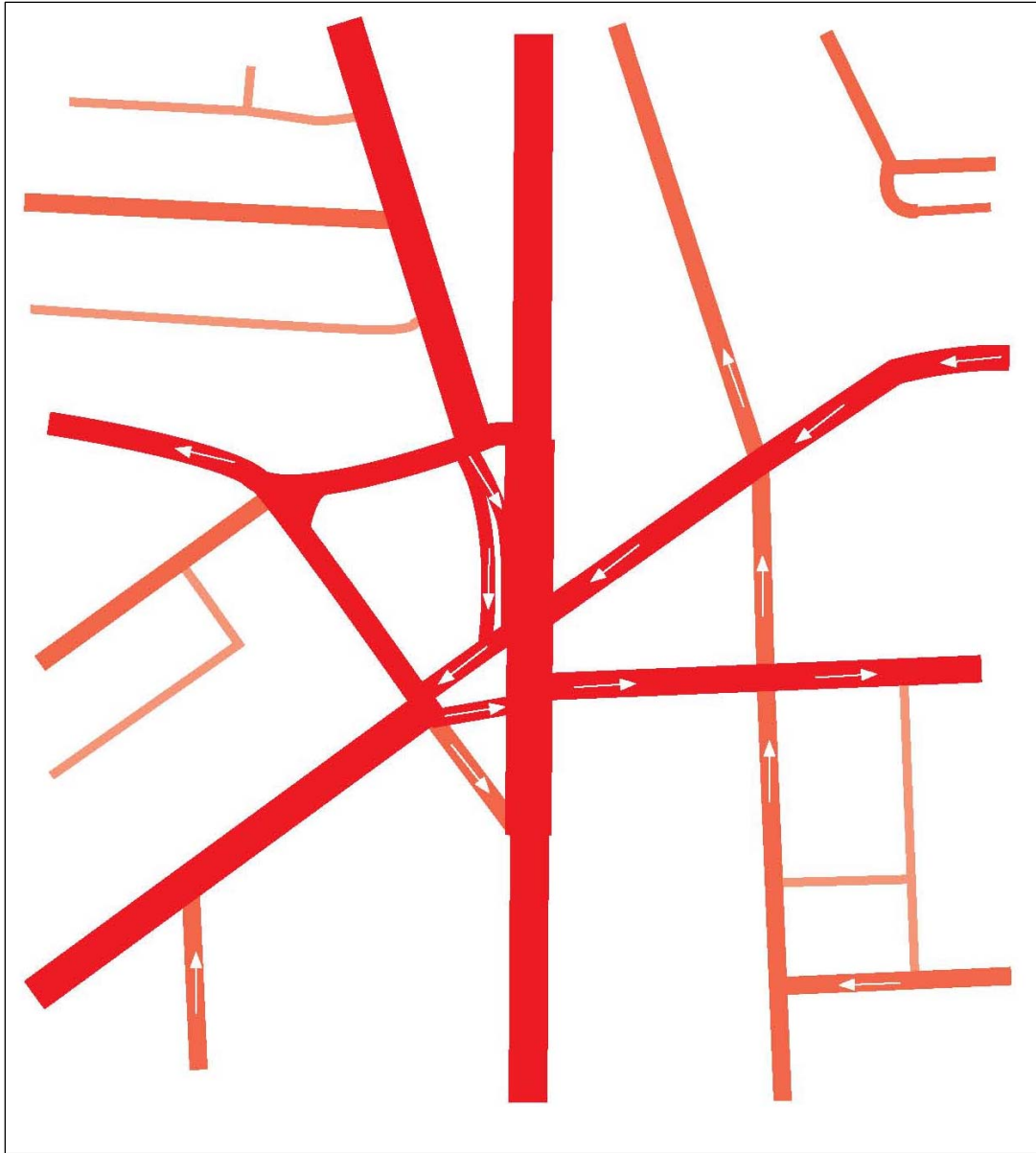


Fig.x Street Circulation. The site is defined by excessive traffic signals and superfluous and confusing access roads [by author].

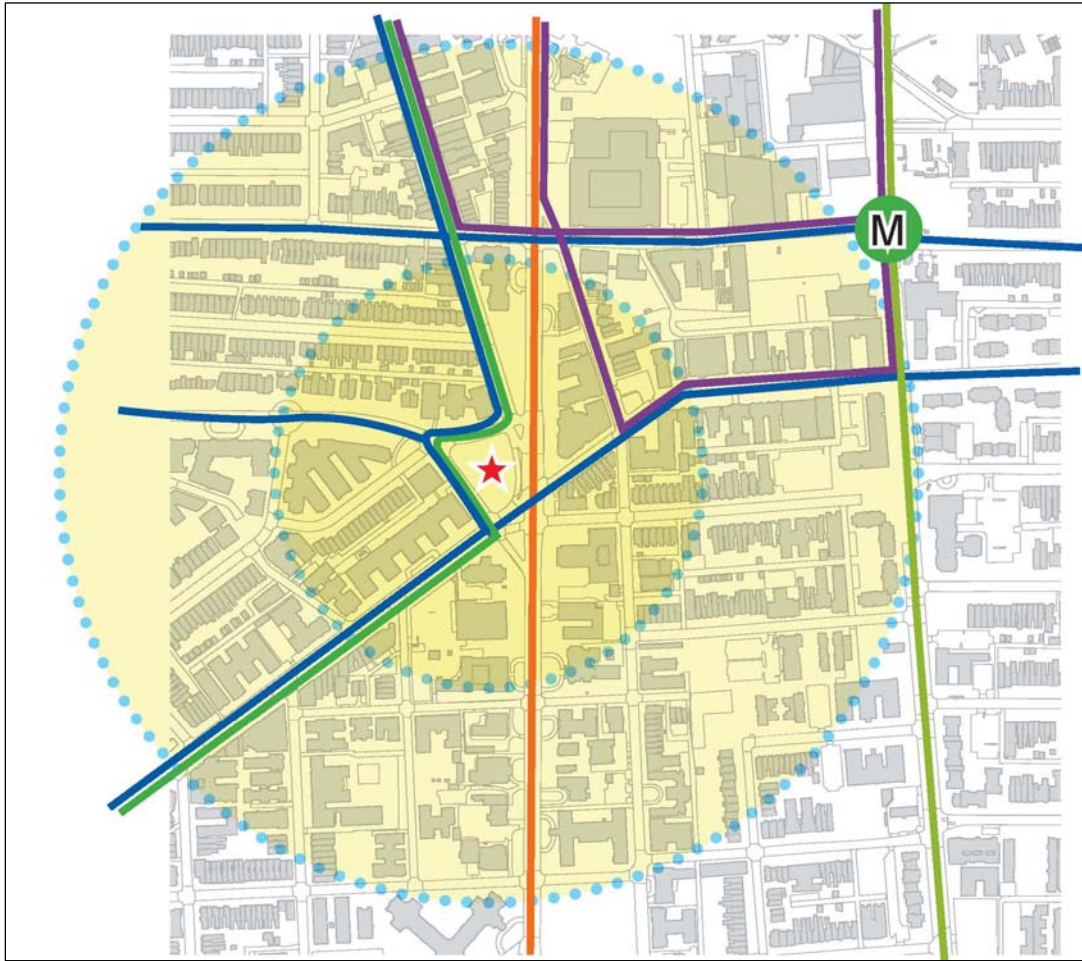


Fig.x Mass Transit. The site is well-served by the Columbia Heights Metro Station, as well as multiple bus routes [by author].

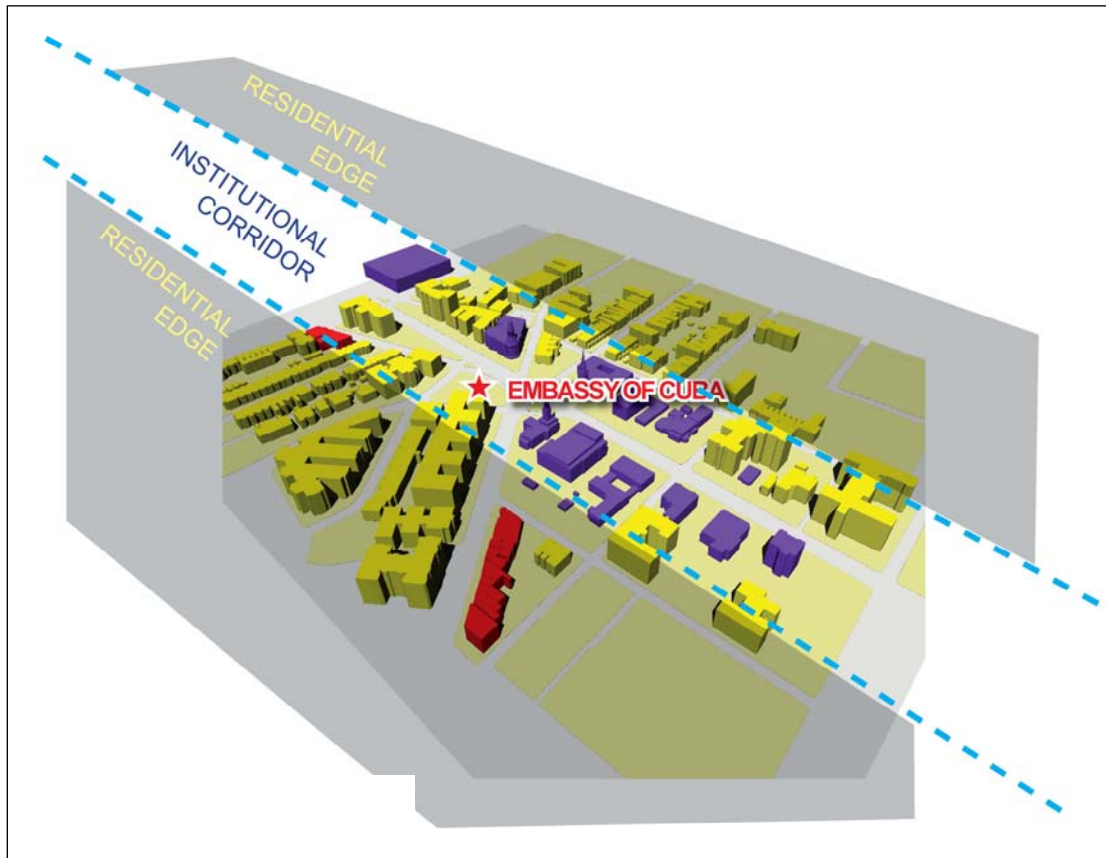


Fig.x Neighborhood Building Use. Institutes line 16th St NW, which are flanked by mostly residential and some retail use [by author].

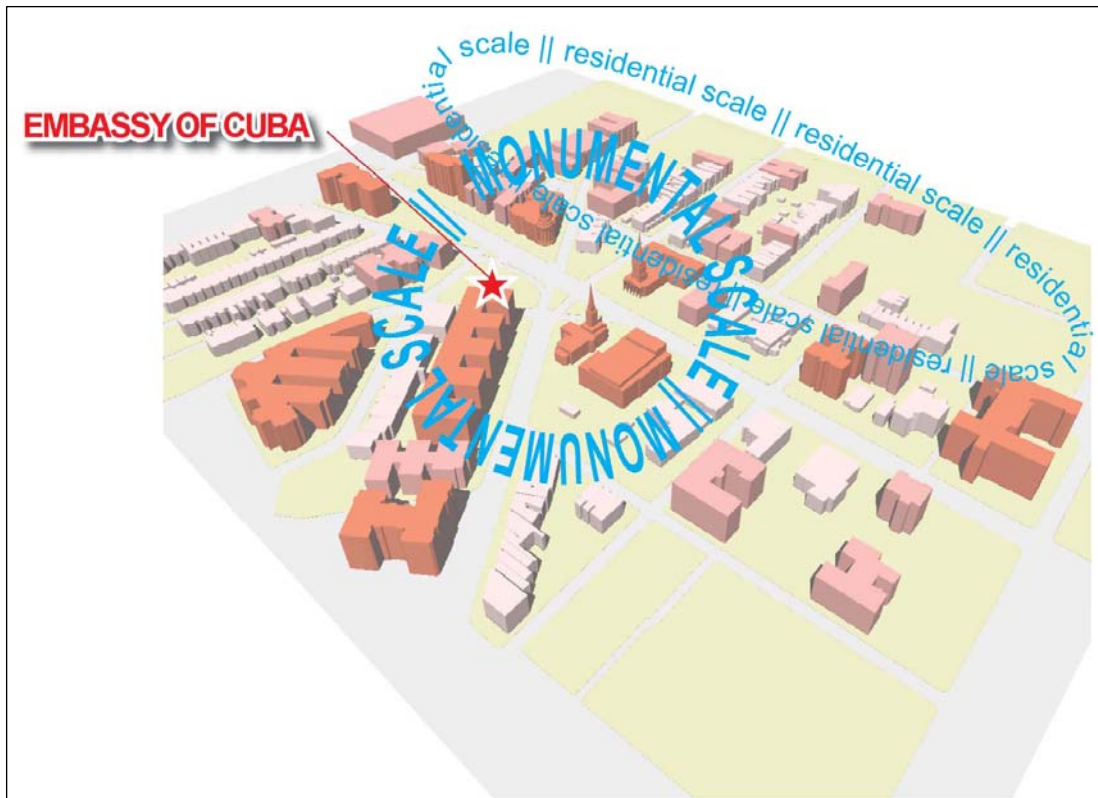


Fig.x Neighborhood Scale. The intersection of 16th St NW and Columbia Rd NW is defined by several buildings of monumental scale, including three churches with towering spires. Further from 16th St NW, buildings take a more human, residential scale [by author].

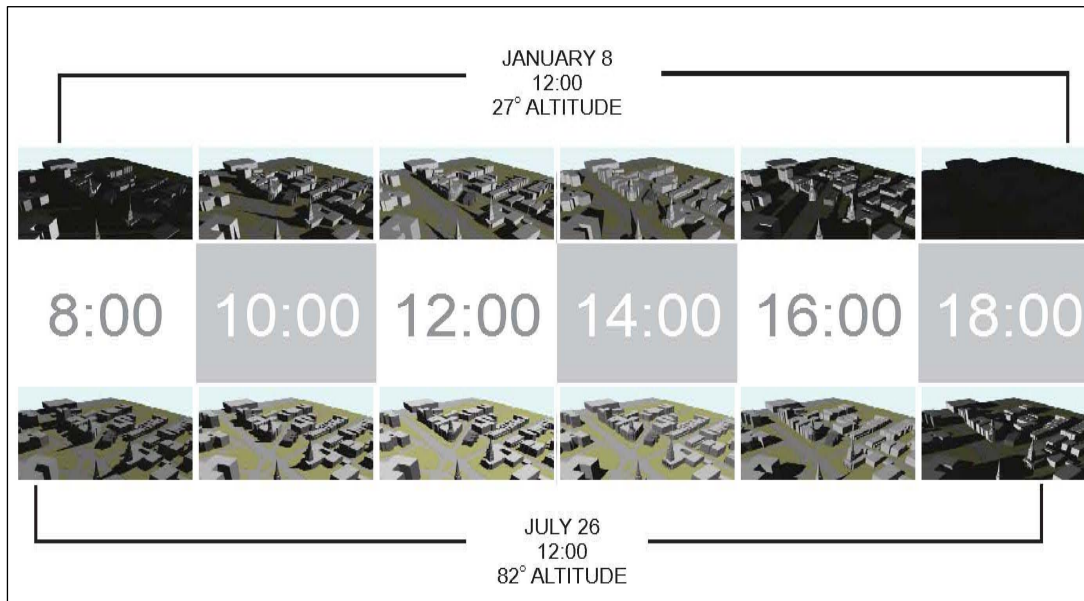


Fig.x Daylighting. Because of the sprawling nature of the intersection, the site experiences maximum exposure to daylight. The three church spires cast dramatic shadows on the site, which might inform the design of the embassy [by author].

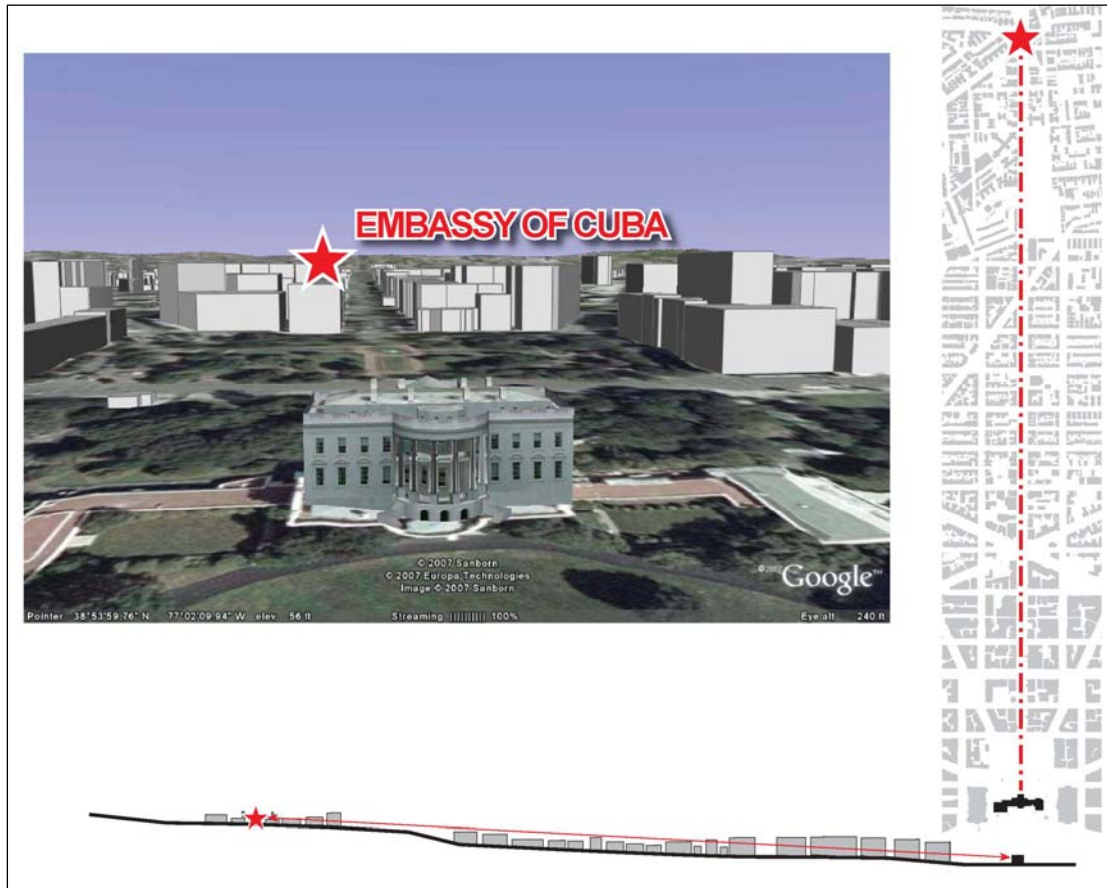


Fig.x Axial Relationship to the White House. The location of the site on the Cardo Maximus of Washington, DC, connotes prominence and ceremony to the embassy [by author].

The existing apartment building and row houses on the site need to be completely demolished or partially modified to accept the embassy program. An exploration of a wide range of alternative alterations to these existing buildings constitutes also a study of the scale of the site and the square footage and forms that can be accommodated by the site. After testing the site with the insertion of various combinations of new construction and modified existing building, it is apparent that site 3 lacks certain conditions necessary for success of the Embassy of Cuba.



Fig.x Existing Buildings Scheme 1. All buildings on site are removed. The new building is expressed as two parts, a transparent public space at the front of the site, and a closed, private form on the rear of the site, with a shared entrance at the seam [by author].

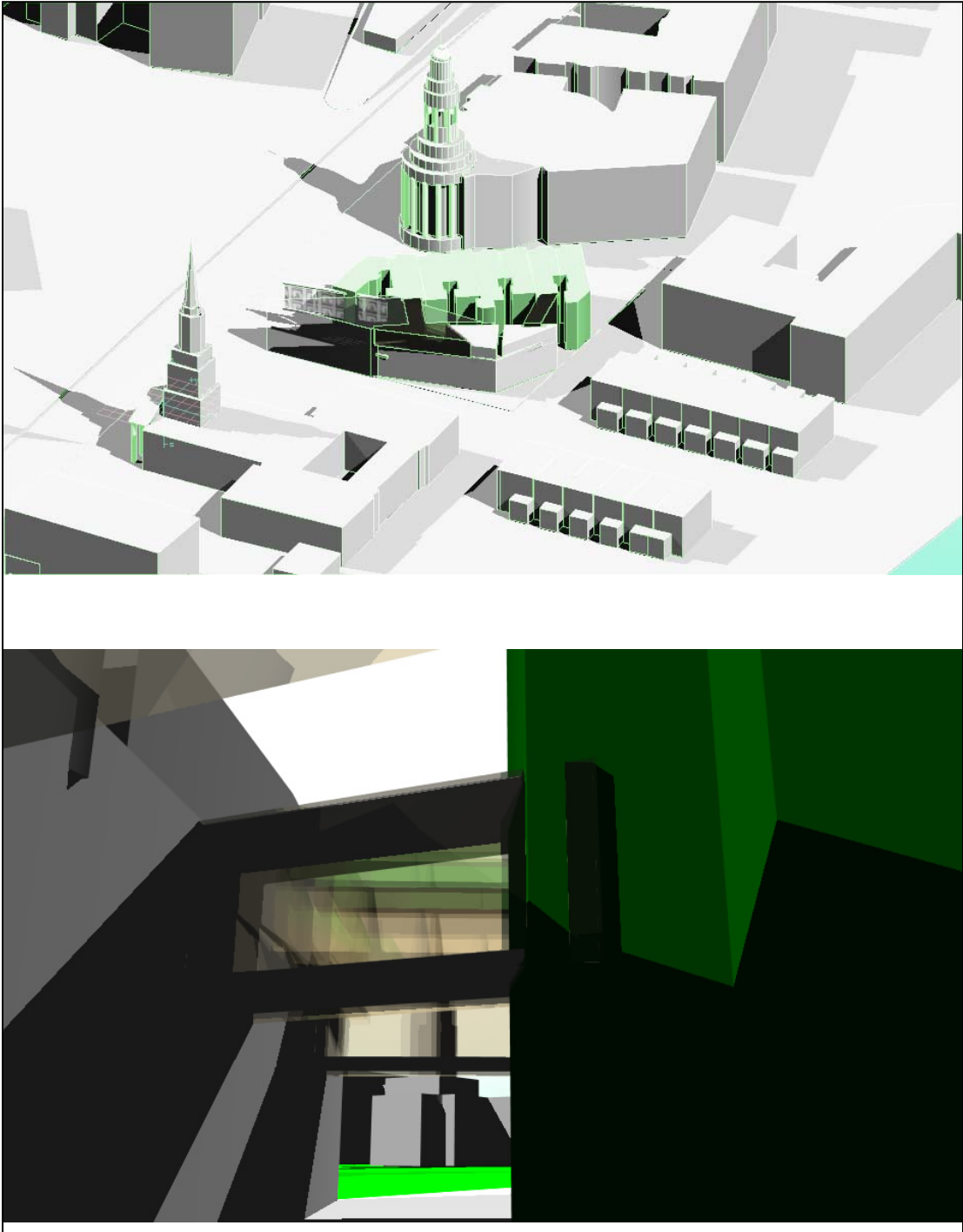


Fig.x Existing Buildings Scheme 2. Apartment building is removed and row homes are incorporated into embassy. Bridges parasitically attach new construction to the existing row homes, creating an irregular space between with fractured views of the city [by author].

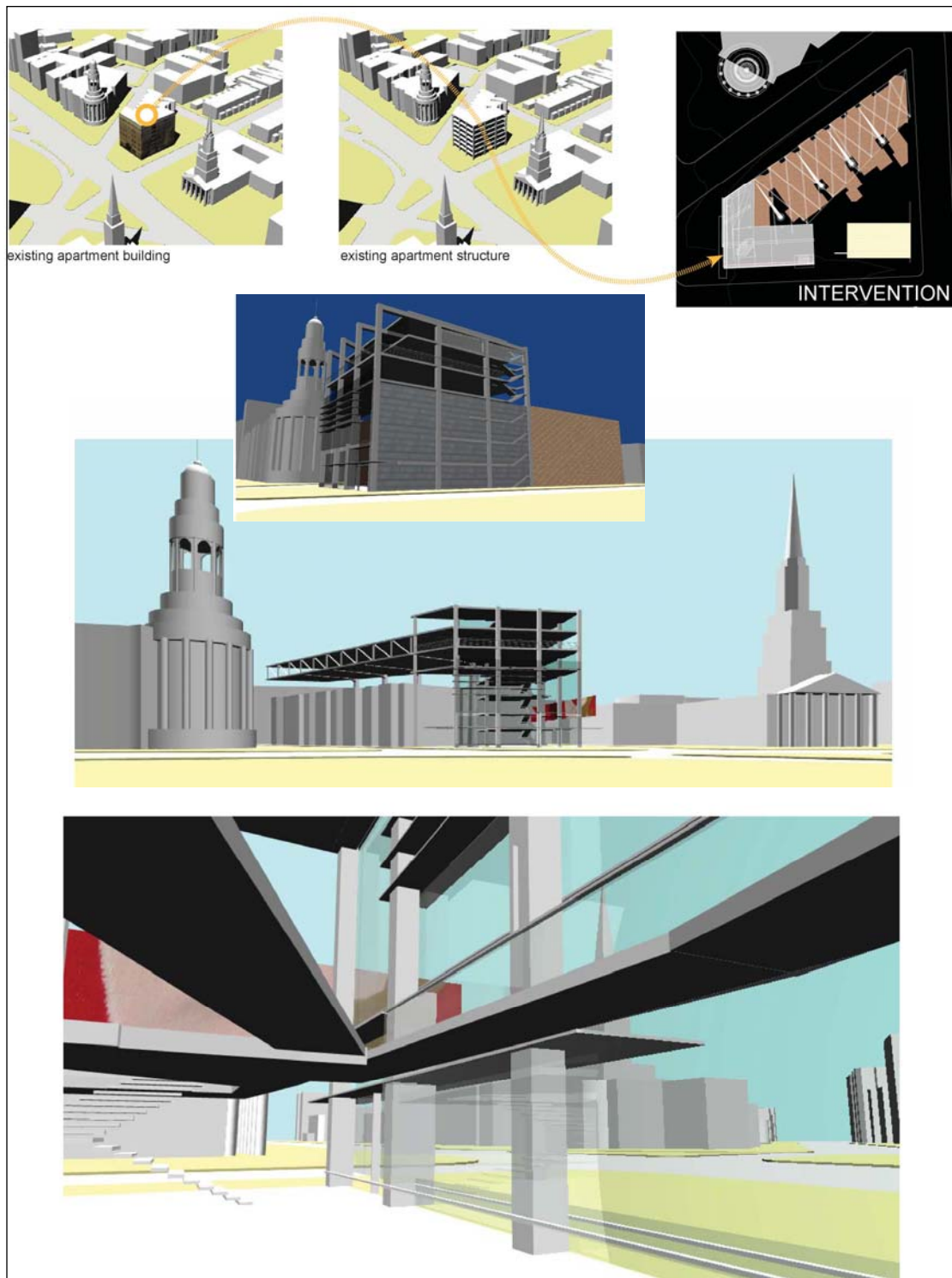


Fig.x Existing Buildings Scheme 3. Row homes and structure of apartment building remain in place. This configuration deprives space on the front of the site and inhibits the embassy's ability to communicate [by author].

Site 3 fails to adequately accept the embassy program for several reasons. First of all, the site's trapezoidal shape is short on the side that should be the longest: the front of the site, on 16th St NW. This limited frontage would deny the embassy maximum communication with pedestrians and motorists traveling along 16th St. Also, this limited frontage would abbreviate the embassy's symbolic presence on axis with the White House. Finally, although site 3 is located provocatively among three dramatic church spires, it is inconsistent in its spatial relationship to them. It is between two, and across the street from another, creating a strong street wall on the east side of 16th St NW, but leaving an amorphous and muddled twist of streets and apartment buildings on the opposite side.

The site across 16th St NW from site 3, which is currently federal park space, would serve as a far superior site because it positively addresses the issues that site 3 fails to accommodate. This park space, called here *site 5*, essentially benefits from all the neighborhood amenities that make site 3 desirable. Additionally, however, it is formally more conducive to a building with maximum frontage on 16th St, and creates a better urban condition at the important intersection of 16th St NW and Columbia Rd NW.

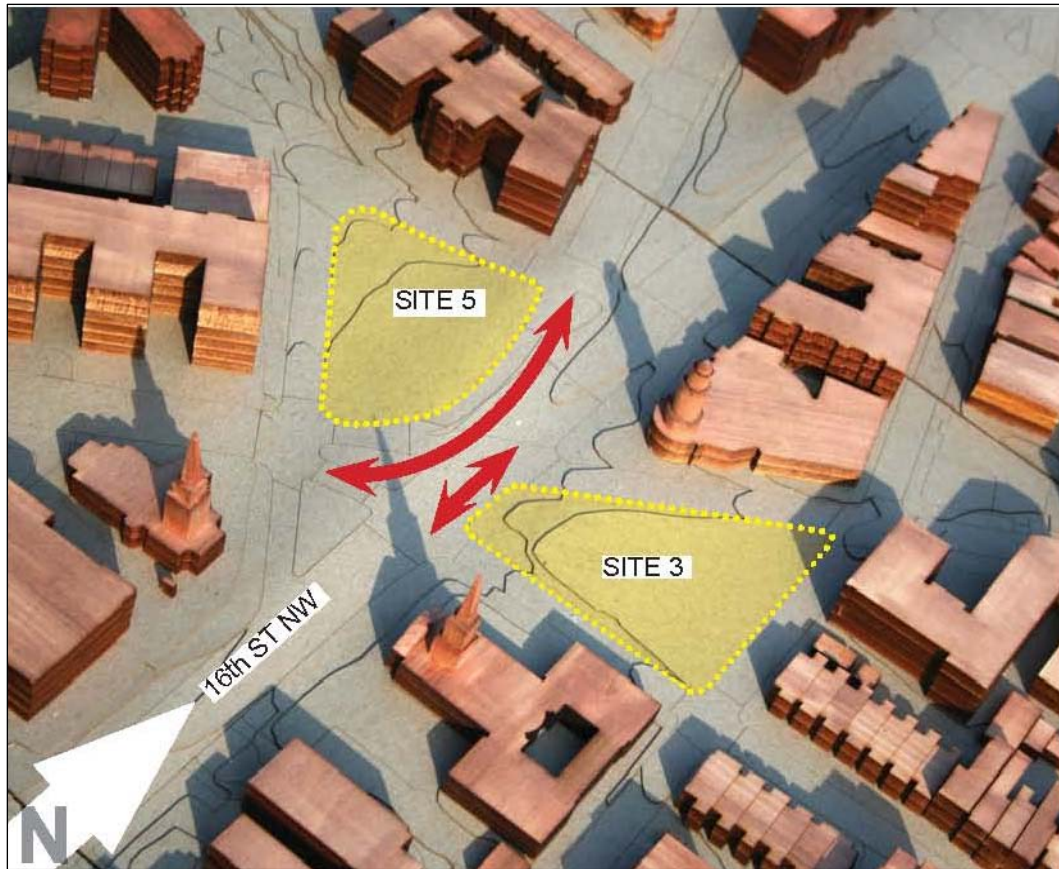


Fig.x Site 3 vs Site 5 Street Frontage. Site 5 offers significantly more valuable frontage along 16th St NW than does site 3. [by author].

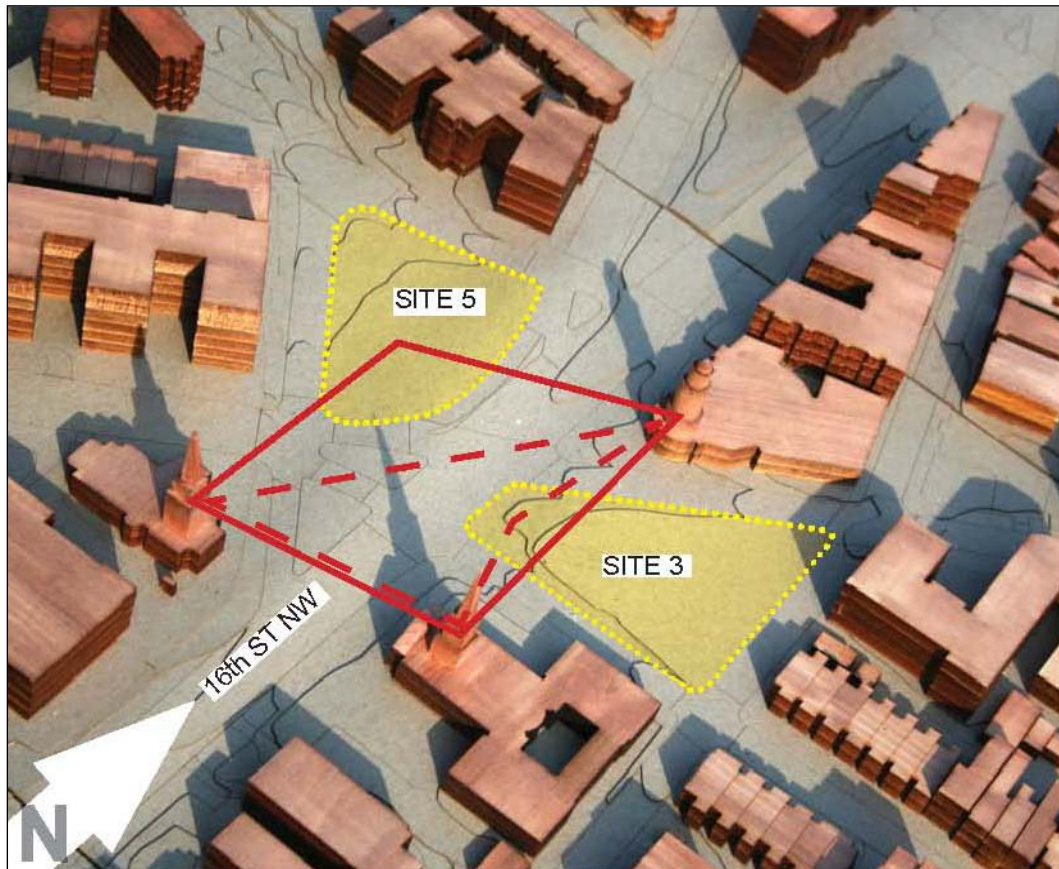


Fig.x Site 3 vs Site 5 Urban Condition. The urban space created by the church spires and site 3 is anemic and irregular (dashed), as compared to the robust and formal space implied by the spires and site 5 (solid) [by author].

Chapter 4: PROGRAMMING THE EMBASSY



Fig.x House of Sweden, Swedish Embassy, Washington, DC. Embassies must balance the goals of attracting and welcoming guests, and ensuring the security of their staff. The heartiest wall in the House of Sweden is a climbing wall for children [by author].

“Quote.”

-- Source

CULTURAL CENTER

The Embassy of Cuba's program can be divided into three distinct parts: the cultural center, the consulate, and the chancery. All embassies have a chancery and consulate component, as these comprise the bulk of traditional diplomatic function. The cultural center component of the Embassy of Cuba is unique and provides a space for greater national outreach; it is a place for connecting communities and cultures, in addition to governments. Specifically for the Embassy of Cuba in Washington, DC, the cultural center serves as a conversation starter, to provoke dialogue among nations which for generations have been silent.

The cultural center is fashioned as a museum, but with a different mission. A museum's purpose is to educate and preserve, but the cultural center is designed to influence. Ultimately, the cultural center's goal is to promote and advance the policies and opinions of its operator: the government of Cuba. This part of the embassy must be very flexible and adaptable, able to accommodate a wide range of celebrations, receptions, performances, and events. Also, the cultural center must be able to operate independently of the rest of the embassy, with a distinct set of security requirements and hours of operation.

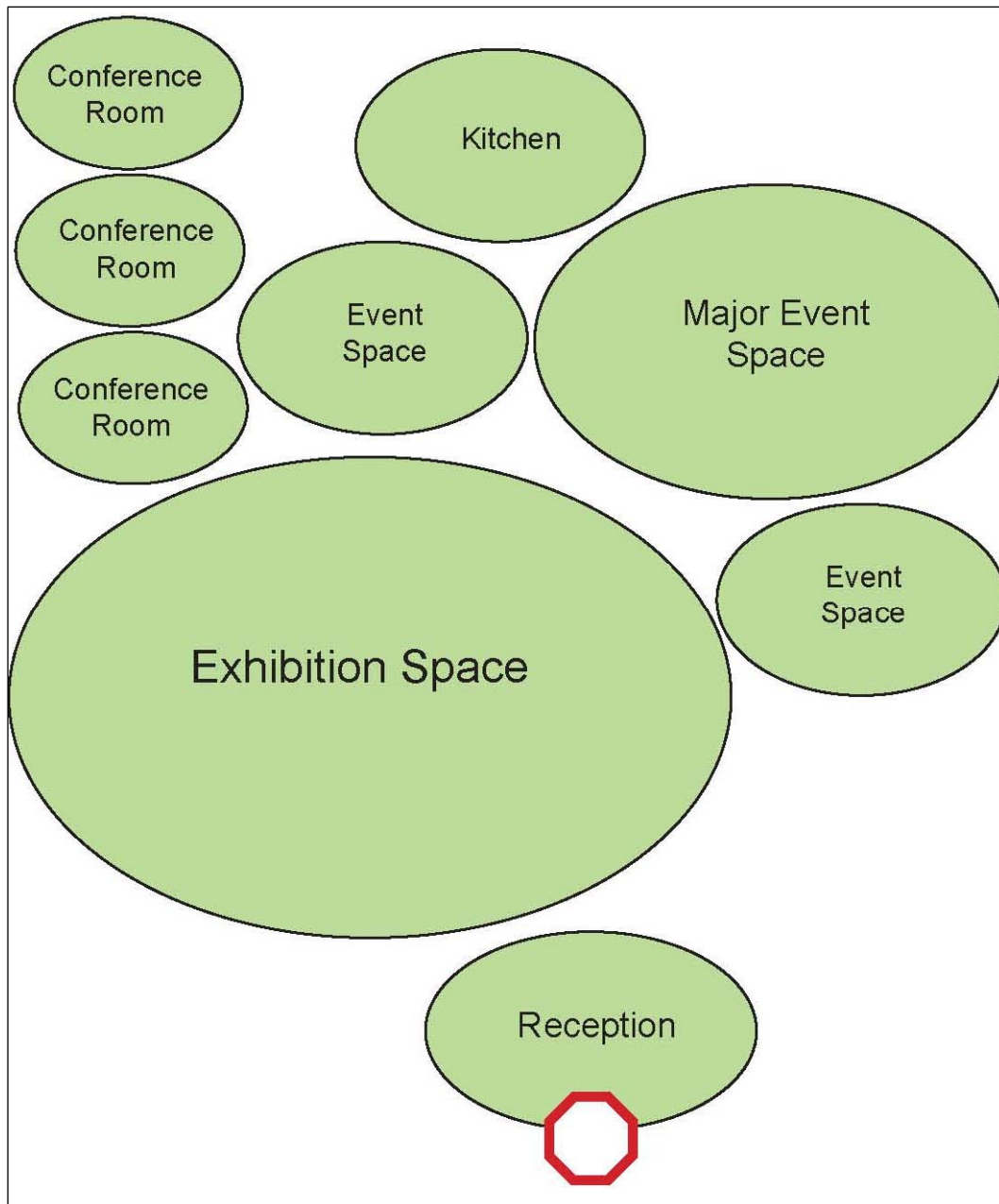


Fig.x Cultural Center, Preliminary Program Diagram. [by author].

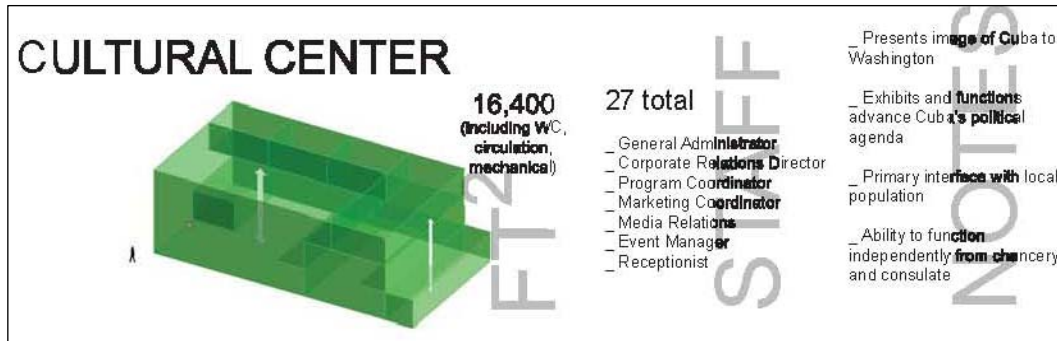


Fig.x Cultural Center, Program Information. [by author].



Fig.x Main Exhibit Space, House of Sweden, Swedish Embassy, Washington, DC. [by author].



Fig.x Lecture/Banquet Hall, House of Sweden, Swedish Embassy, Washington, DC. [by author].

2ND EVENT SPACE 	1000	<ul style="list-style-type: none"> Small banquets Lectures Film screenings Additional exhibit space when not in use 	see KITCHEN	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>	<ul style="list-style-type: none"> More private than main event space Access to kitchen
MAIN EVENT SPACE 	1800	<ul style="list-style-type: none"> Banquets Large lectures Performances Celebrations Film screenings Additional exhibit space when not in use 	see KITCHEN	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>	<ul style="list-style-type: none"> Hierarchical space Provide best views Access to kitchen Access to 'WC Accompanied by generous ante-space for egress and hobnobbing
EXHIBIT SPACE 	3700	<ul style="list-style-type: none"> Exhibitions Large Events Performances Reception of visitors 	see KITCHEN	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>	<ul style="list-style-type: none"> Most accessible part of Embassy Strong relationship to street Strong relationship to courtyard Dramatic circulation

Fig.x Cultural Center; Exhibit Space, Main Event Space, 2nd Event Space Program Information. [by author].




SECURITY 	800	<ul style="list-style-type: none"> Control of building access Surveillance Office space Storage space 	3 (office/manlock control) + 6 (building patrol) Chief Security Officer Deputy Security Officer (2) Security Officer (6)	<div> <div> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div> <input checked="" type="checkbox"/> </div>	<ul style="list-style-type: none"> Tucked away from public space Provide ability to intercept visitors Accomodate manlock and magnetometer
KITCHEN 	800	<ul style="list-style-type: none"> Food preparation Food storage 	5 (kitchen duty) + 6 (service duty) Chef de Cuisine Sous-Chef de Cuisine Chef de Partie (3) Service Manager Server (5)	<div> <div> <input type="checkbox"/> <input type="checkbox"/> </div> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>	<ul style="list-style-type: none"> Access to event spaces, conference rooms Access to staff lounge Access to service elevator Access to loading dock
CONFERENCE ROOMS 	1800 (3 x 600)	<ul style="list-style-type: none"> Meetings (available for public rental) Small lectures Corporate Lunches Additional exhibit space when not in use 	see KITCHEN	<div> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>	<ul style="list-style-type: none"> Private quiet spaces

Fig.x Cultural Center; Conference Rooms, Kitchen, Security Program Information. [by author].

CONSULATE

The consulate functions similarly to a bank. Most of the consulate is private, secure, office space, similar to the rest of the chancery. However, part of the consulate must interface with the public, and this part must be secure, yet not off-putting. Visitors to the consulate include US nationals applying for visas to visit Cuba, as well as Cuban nationals seeking information or assistance with passport issues. Therefore, this part of the embassy deals with the daily citizen service function of the building.

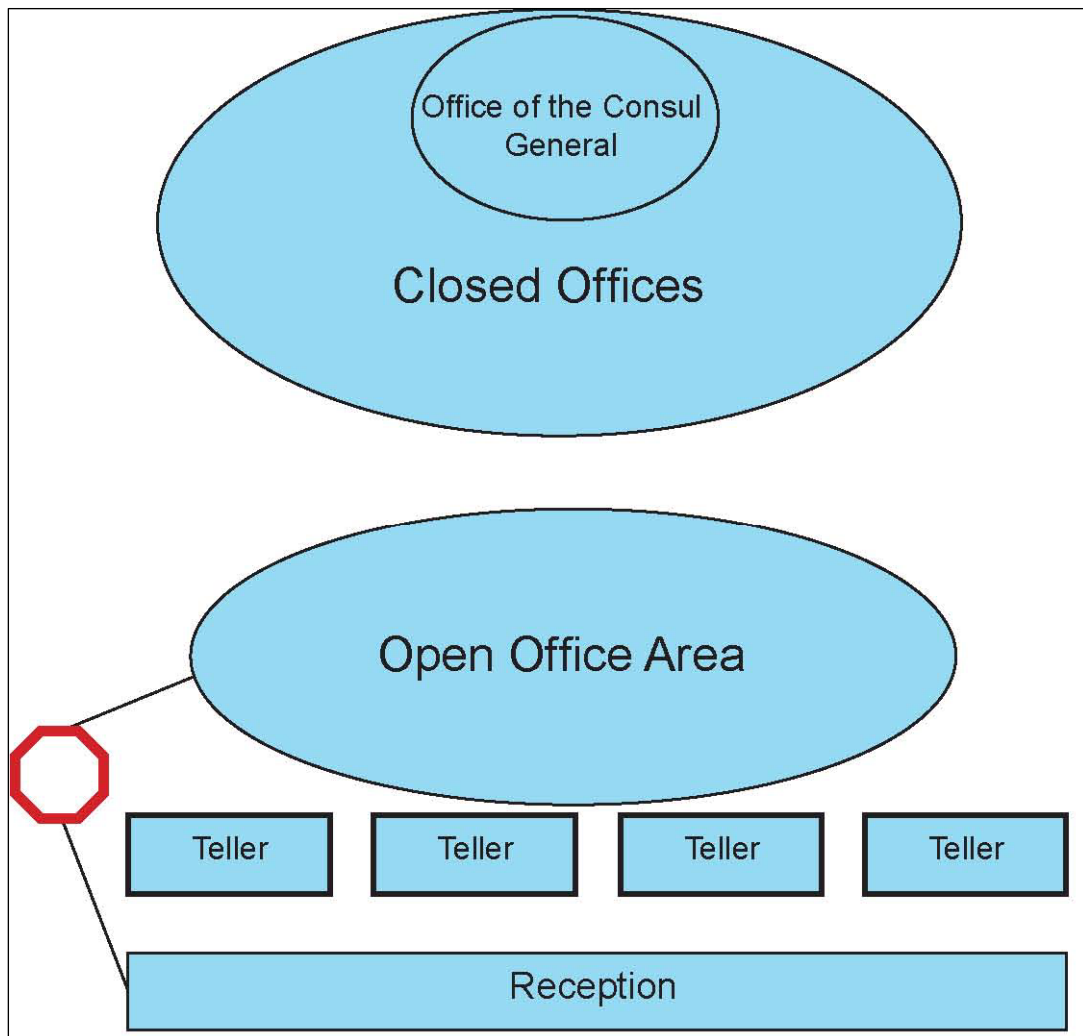


Fig.x Consulate, Preliminary Program Diagram. [by author].

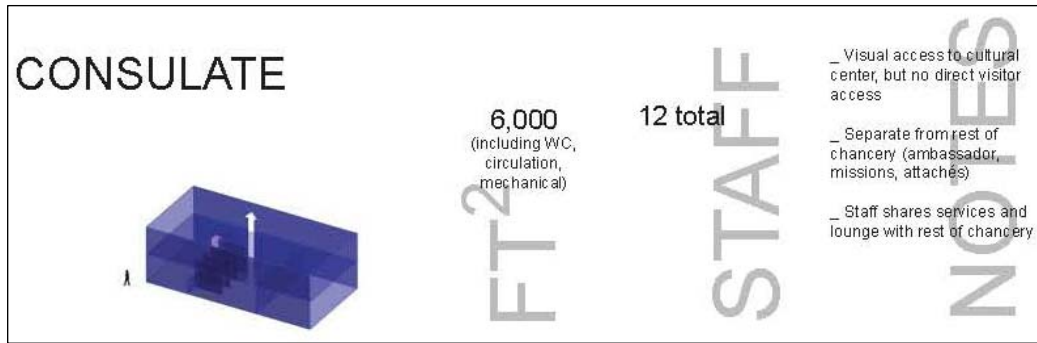


Fig.x Consulate, Program Information. [by author].



Fig.x Consulate Visitor Area, House of Sweden, Swedish Embassy, Washington, DC. [by author].

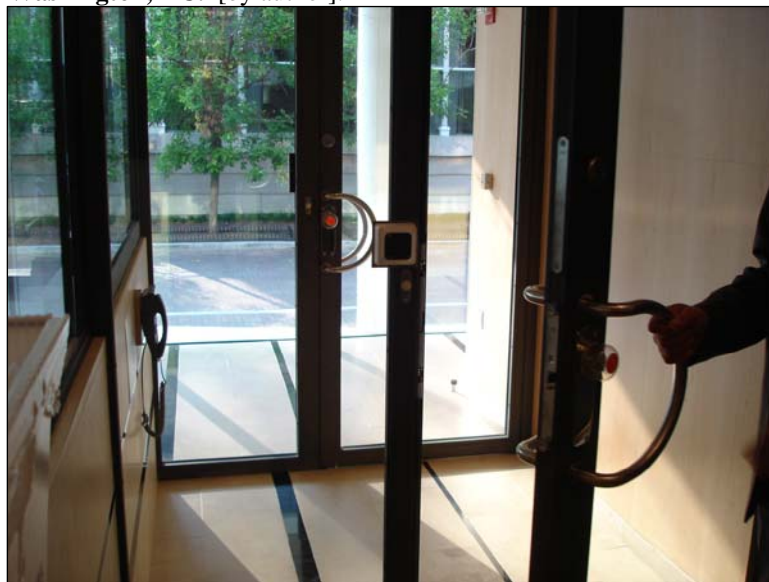


Fig.x Consulate Manlock, House of Sweden, Swedish Embassy, Washington, DC. [by author].




VISITOR AREA  800	<ul style="list-style-type: none"> _ Americans apply for visas _ Qatari nationals engage in passport transactions _ Possibility of lines forming and people waiting 	0	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>	<ul style="list-style-type: none"> _ Separate entrance from rest of Embassy to allow quicker transactions
TELLERS/MANLOCK  1,200	<ul style="list-style-type: none"> _ Staff interfaces with visitors through bullet-proof dividers (similar to a bank) _ Staff processes visitors, provide customer service _ Manlock provides highly controlled access, mostly to staff and less often to visitors 	3	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>	<ul style="list-style-type: none"> _ Desks are positioned behind teller booths _ Accessible to courtyard
OFFICE SPACE Open/Closed  2,900	<ul style="list-style-type: none"> _ Staff processes visas and other consular information 	9	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>	<ul style="list-style-type: none"> _ Easy communication _ Private zone (inaccessible to public) _ Access to staff lounge

Fig.x Consulate; Office Space, Tellers/Manlock, Visitor Area Program Information. [by author].

CHANCERY

The chancery is a secure office building that facilitates the diverse and complex activities of diplomacy. The chancery must be inaccessible to casual visitors, but allow staff and invited guests enjoyment of the same amenities and promenade afforded to occupants of the greater embassy. Separation between the chancery and the public is critical, but within the secure zone, it is not important that offices of different missions and offices of the consulate remain distinct. The staff lounge provides space for employees of various missions, the cultural center, the consulate, and support staff to intermingle and cultivate esprit d' corps.

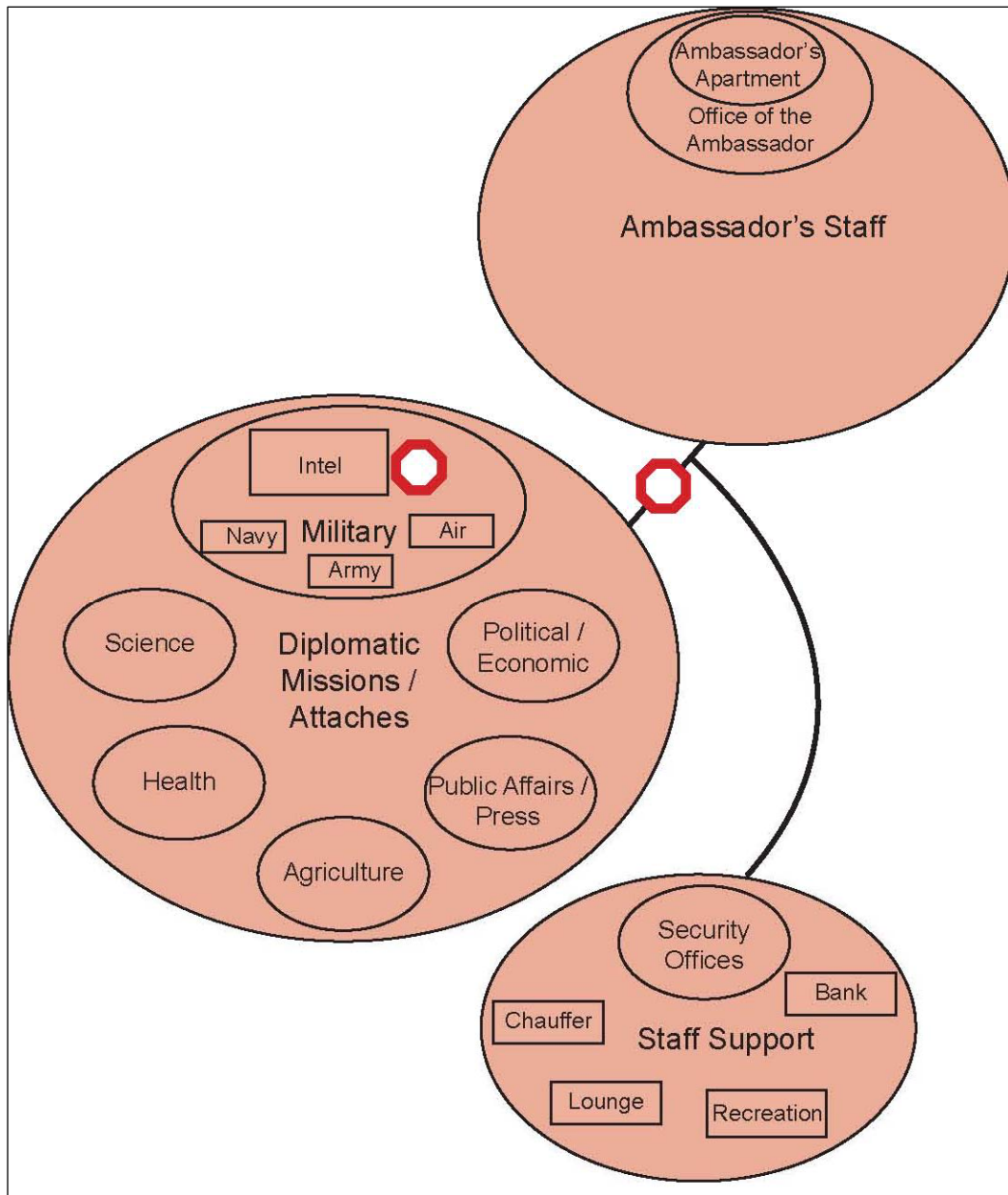


Fig.x Chancery, Preliminary Program Diagram. [by author].

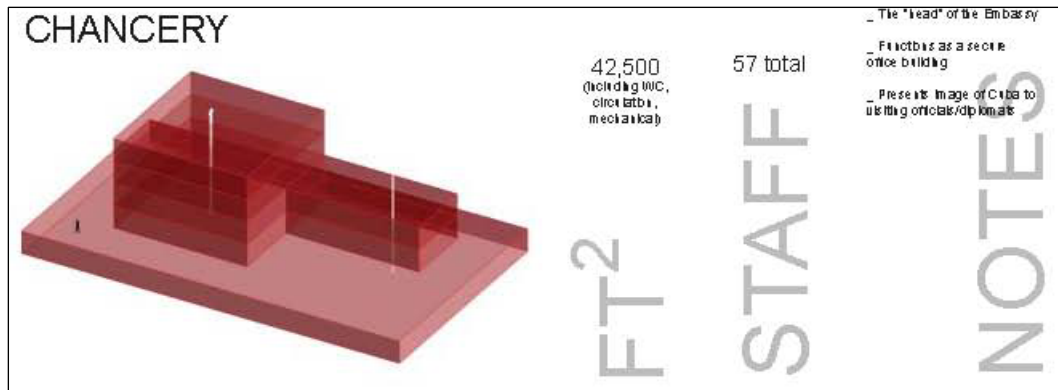


Fig.x Chancery, Program Information. [by author].



Fig.x Shared Media Space, House of Sweden, Swedish Embassy, Washington, DC. [by author].



Fig.x Chancery/Consulate Shared Mailboxes, House of Sweden, Swedish Embassy, Washington, DC. [by author].



Fig.x Staff Lounge, House of Sweden, Swedish Embassy, Washington, DC. [by author].



Fig.x Office Corridor, House of Sweden, Swedish Embassy, Washington, DC. [by author].


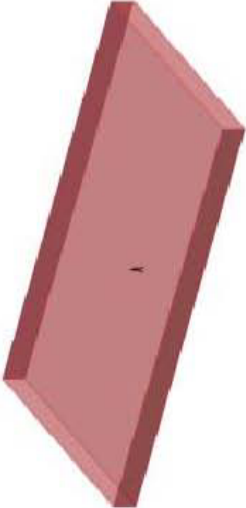

<p>STAFF SUPPORT/LOUNGE</p> 	5,700	<p>Office and storage space for support staff</p> <p>Large space for all Embassy staff:</p> <ul style="list-style-type: none"> – Dining area – Media area – Games and recreation area – Library – Technology resources 	11	<p>Chief Custodian</p> <ul style="list-style-type: none"> – Electrical Systems Engineer – IT Engineer (2) – Horticulturist – Charities (2) – Art Historian – Janitor (3) 	<p>Support:</p> <ul style="list-style-type: none"> – Accessible to building dock <p>Lounge:</p> <ul style="list-style-type: none"> – Accessible to consulate and embassy staff – Accessible to kitchen – People's respite, e.g. colleagues can trade in among staff 	<p>□ □ □ □</p>
<p>SERVICE/VAULT</p> 	16,700	<p>Automated parking system (15-20 vehicles)</p> <p>Mechanical space + complete backup system for emergency use</p> <p>Storage space</p> <p>VAULT:</p> <ul style="list-style-type: none"> – Intelligence gathering – Information mining – Secure document storage – Document shredding 	Variable		<p>VAULT:</p> <ul style="list-style-type: none"> – Highly controlled access – Mostly core part of Embassy – Bomb-proof 	<p>SERVICE:</p> <p>□ □ □ □</p> <p>VAULT:</p> <p>□ □ □ □</p>
<p>OFFICE SPACE Open/Closed</p> 	17,500 (4,316 per foot)	<p>Meets among and between missions</p> <p>Meets with non-Embassy associates (e.g. diplomats, US State Department officials)</p> <p>Production of official statements, studies, and policies</p> <p>Communication with Cuban government</p>	46	<p>Embassy staff (3)</p> <ul style="list-style-type: none"> – Political Affairs (6) – Trade and Economic Affairs (6) – Media and Cultural Affairs (6) – Information Sciences and Events (3) – Office of Education and Academic Affairs (6) – Office of Healthcare and Medicine (6) – Office of Science and Technology (6) – Office of Defense, Military, Naval and Air Attack (6) 	<p>Civilian:</p> <p>□ □ □ □</p> <p>Military:</p> <p>□ □ □ □</p>	<p>Every floor has conference room, with prized view</p> <p>Ambassador's suite contains small personal apartment</p> <p>Highly controlled access</p>

Fig.x Chancery; Office Space, Service/Vault, Staff Support/Lounge Program Information. [by author].

TOTAL EMBASSY

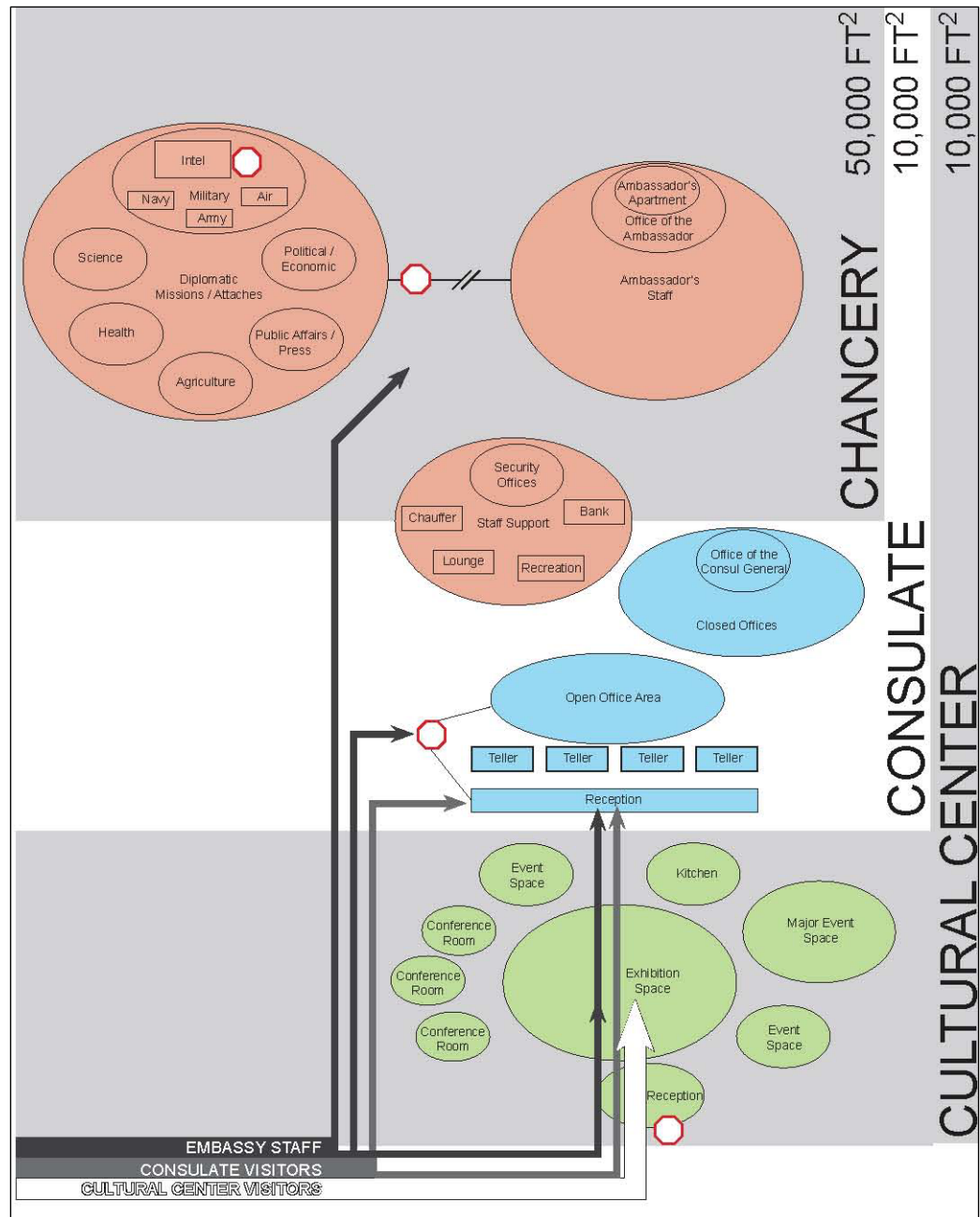
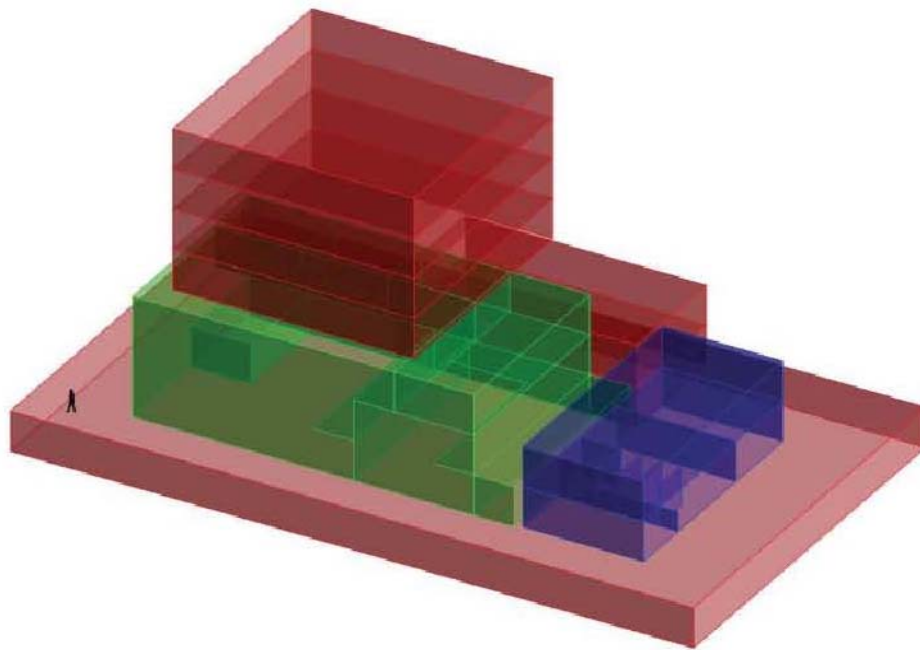


Fig.x Embassy of Cuba, Preliminary Program Diagram. [by author].

68,500 FT²
(including 3,600 FT² courtyard)

96 total staff



ALTERNATE MASSINGS:

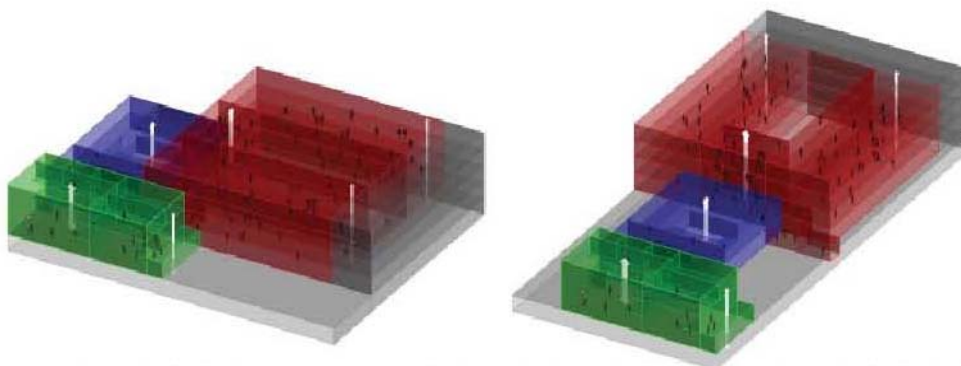


Fig.x Embassy of Cuba, Massing Diagrams. [by author].

Chapter 5: THE IMAGE OF CUBAN ARCHITECTURE



Fig.x Caption. This building overtly and aggressively communicates messages by use of broadcast antenna and prominent signage [by author].

“Quote.”
-- Source

ARCHITECTURE AS PROPAGANDA

An Embassy's primary goal is to exert influence on, and communicate official messages to, host states. Traditionally, these acts are confined to the release of paper and electronic statements and reports, and the lobbying of officials in private meetings. Nonetheless, using the built environment to broadcast official messages is a useful and very Cuban method of controlling public opinion.

SYMBOLISM

Since the socialist revolution, Cuba's policymakers have worked hard to create and dispense a certain mythology to the Cuban people, and to the world. This mythology is rife with stories and symbols sympathetic to the principles supposedly espoused by the regime in power. All moral judgments aside, this campaign has been hugely successful, as Cuba's socialist revolutionary party maintains total authority despite a very poor overall standard of living for most Cubans, which might otherwise cause Cubans to act against their government.

State-glorifying symbolism is by no means a Cuban invention, yet the government of Cuba is incredibly adept at manipulating public opinion via mass visual messages, some more subtle than others. Indeed the best practitioners of public opinion manipulation are those administrations which have little in the form of actual policy incentives to curry favor among constituents. Although the institution of the Embassy of Cuba in Washington, DC, is predicated on the concept that regime change occurs in Havana, it is likely that a new Cuban authority will retain the facility of public opinion influence enjoyed by the current administration.

SIGNAGE

Contributing to the omnipresence and deliberate symbolism cultivated by the government of Cuba to exert influence on public opinion, is the stunning ubiquity of self-righteous state billboards, adverts, and graffiti on the island. Cuba's absence of competitive corporate

ARCHITECTURE AS TRADITION

Cuba's architecture, in many ways, is identical to that of other former Spanish colonies. It is the most visible legacy of Spain's influence on the island, and is deeply valued by Cubans. Although most of Cuba's traditional architecture has fallen into disrepair and ruin, this has happened not out of irreverence, but as a result of desperate poverty. Cubans are proud of the historic and beautiful mansions which characterize their cities, yet do not have the resources to preserve them. Before the socialist revolution, these buildings were symbolic of the aristocracy blamed for social inequity. Today, they are subdivided and inhabited by all Cubans. Traditional Spanish colonial architecture now represents domestic cultural achievement to Cubans, while casual tourists find them emblematic of the "exotic charm" they seek on the island.



Fig.x Architectural Ruins, Havana, Cuba. [by author].

Despite any stylistic prescriptions associated with the colonial architecture brought with the Spanish to Cuba, this language employs forms socially and climatically relevant to Cuba. These forms are not unique to Cuba, but in their combination with each other and their ubiquity on the island, they make Cuban architecture Cuban. They are the essential elements of Cuban architecture.

The gallery, the screen, the plaza, the courtyard, and the terrace characterize the Cuban experience. These architectural and urban concepts pervade daily life by framing Cuban's activities. The climatic functions they serve are vital in Cuba's harsh tropical environment. Equally as important, these essential elements shelter and define, and influence, in turn, Cuba's social traditions.

The gallery, or "arcade" or "colonnade", facilitates pedestrian movement lateral to the street. This system creates an urban zone, which mediates between the public street and the private interior. Galleries provide shelter from the sun and rain and often express the structural rhythm of the buildings they line. By providing a zone between public and private space, galleries encourage encounters among a city's inhabitants.

The screen constitutes any device mediating between the indoors and the outdoors, usually applied to fenestration and door openings. Screens serve to filter sunlight and admit airflow to the indoors. In this capacity, they are frequently able to be manipulated by users. Due to the nature of their construction as a collection of repeated parallel or interwoven pieces, screens tend to be highly textural and their designs exert considerable influence on the appearance of the facades they adorn.

The plaza can be considered as a public “room” in the city. Its sides are defined by multiple buildings, which in turn are organized by the plaza. Plazas facilitate pedestrian movement and are host to civic celebrations and demonstrations. In this regard, they must be flexible and balanced. Plazas provide open space to city dwellers who might otherwise feel cramped.

The courtyard organizes a building at a scale relative to a plaza organizing a neighborhood. Courtyards are outdoor “rooms” in a building, which admit light and allow warm air to vent and dissipate. In Cuban homes, courtyards are activated by domestic chores and social gathering. They are often characterized by cool and shady vegetation.

The terrace performs similar functions as a courtyard, yet the terrace does so at a smaller scale, and at the exterior of a building, instead of on the interior. Terraces are more private than courtyards, which might be shared by more than one household. Terraces are elevated, and visually connect users to the city. Terraces are used to grow plants and dry laundry in urban homes. Because access to outdoor space is considered an entitlement in Cuba, terraces are an essential element of most Cuban buildings.

By incorporating these essential elements of Cuban architecture into its design, the Embassy of Cuba accomplishes many objectives. First of all, the embassy serves as a didactic tool, introducing Washingtonians to the architectural and urban traditions and values of Cuba. Stripped of all stylistic ornamentation, these essential elements are far from alien to Washington, DC. The act of articulating a native, traditional motif does not have to be one of kitsch or reference. By expressing the

architectural and urban forms common to both Cuba and the United States, the Embassy of Cuba refutes the concept of a cultural gulf between the two nations, a concept which has been shamelessly promulgated for political gain for decades by both nations' leaders.

Also, the Embassy of Cuba gains power and influence by occupying a building communicating an aggressively Cuban image.

GALLERY

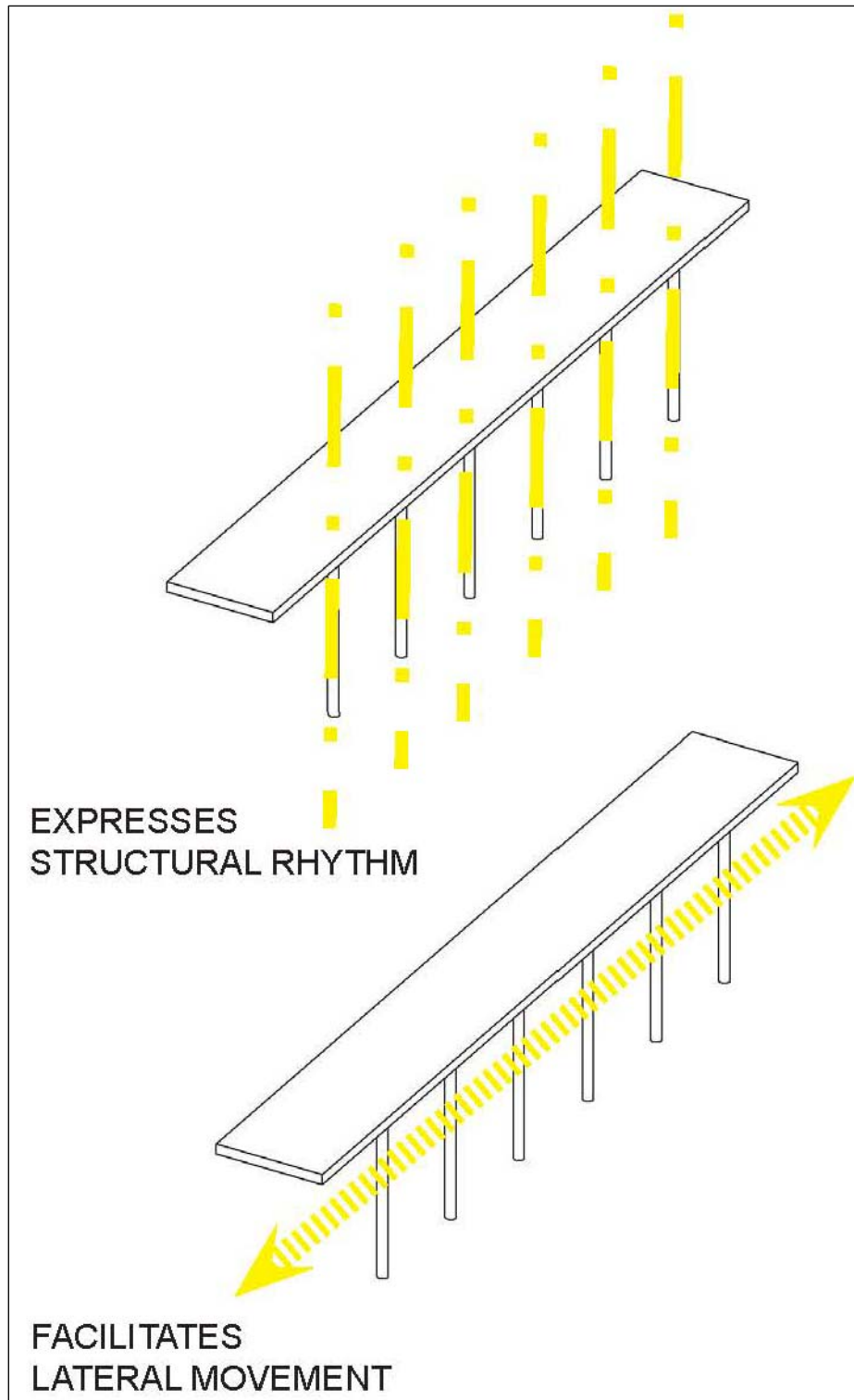


Fig.x Gallery Diagrams. [by author].



Fig.x Examples of the Gallery; Havana, Cuba. [by author].

SCREEN

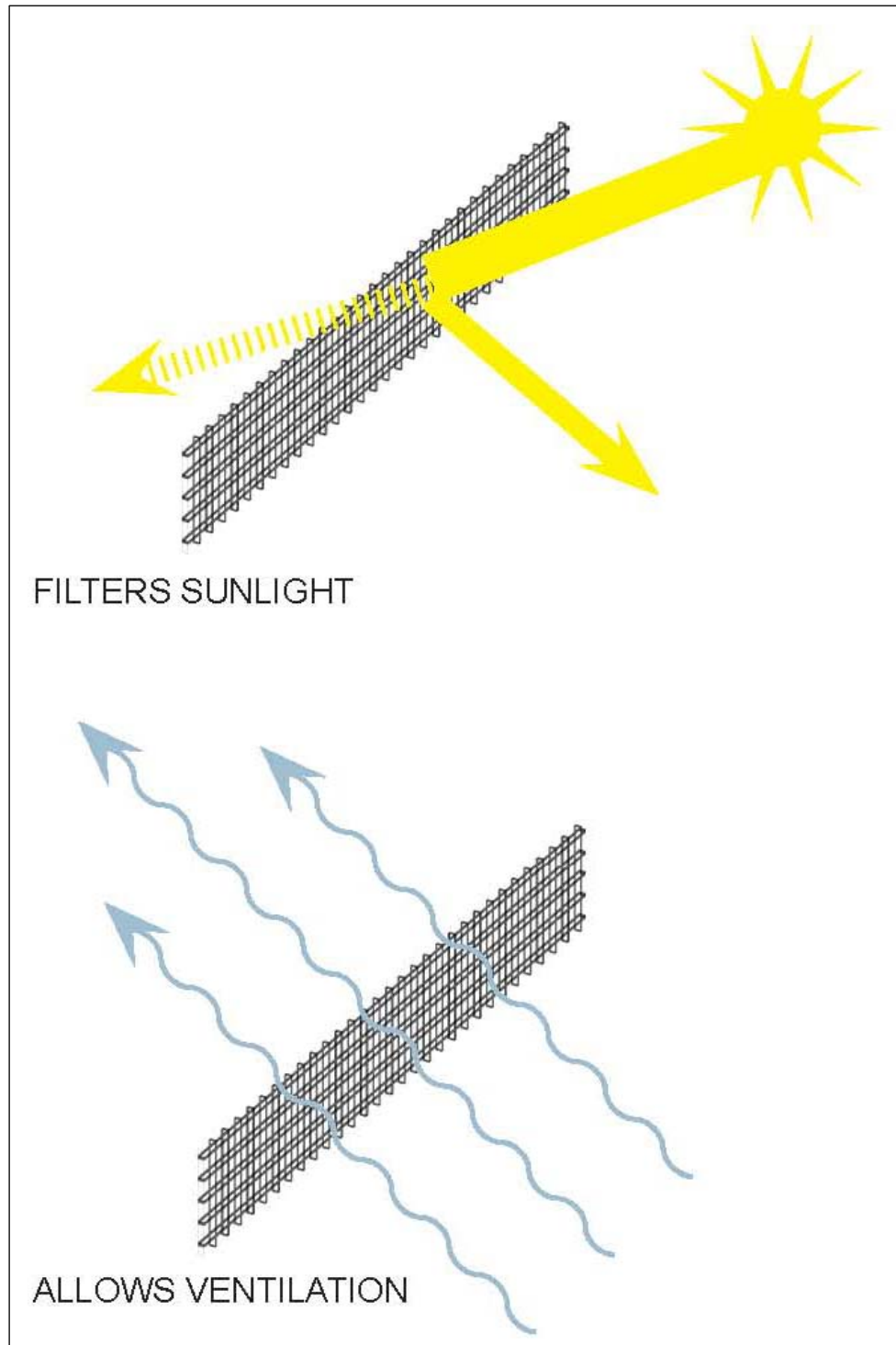


Fig.x Screen Diagrams. [by author].



Fig.x Examples of the Screen; Havana, Cuba, and Camaguey, Cuba. [by author].

PLAZA

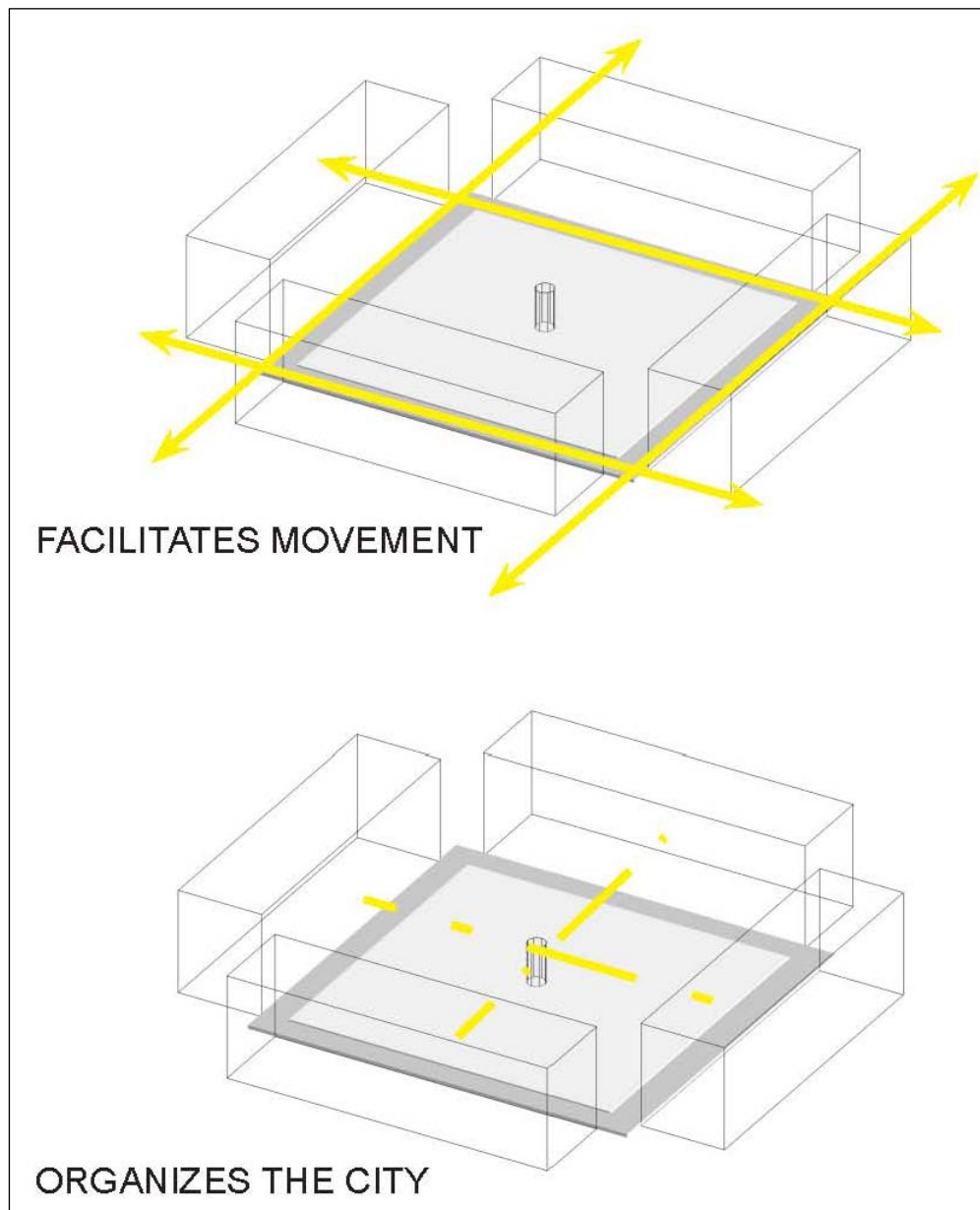


Fig.x Plaza Diagrams. [by author].



Fig.x Examples of the Plaza; Santa Clara, Cuba, Havana, Cuba, and Camaguey, Cuba.
[by author].

COURTYARD

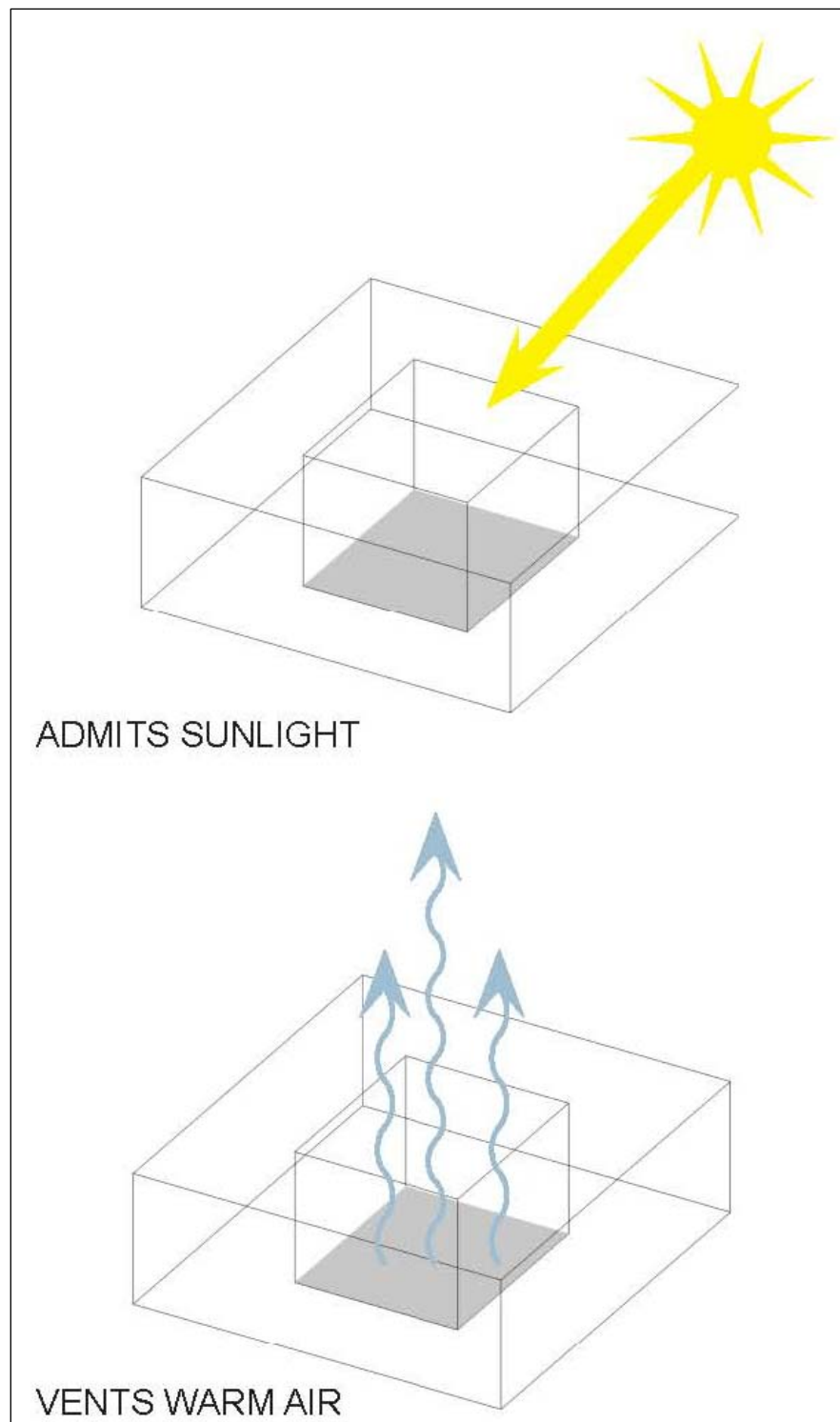


Fig.x Courtyard Diagrams. [by author].



Fig.x Examples of the Courtyard; Santa Clara, Cuba, Havana, Cuba, and Camaguey, Cuba.
[by author].

TERRACE

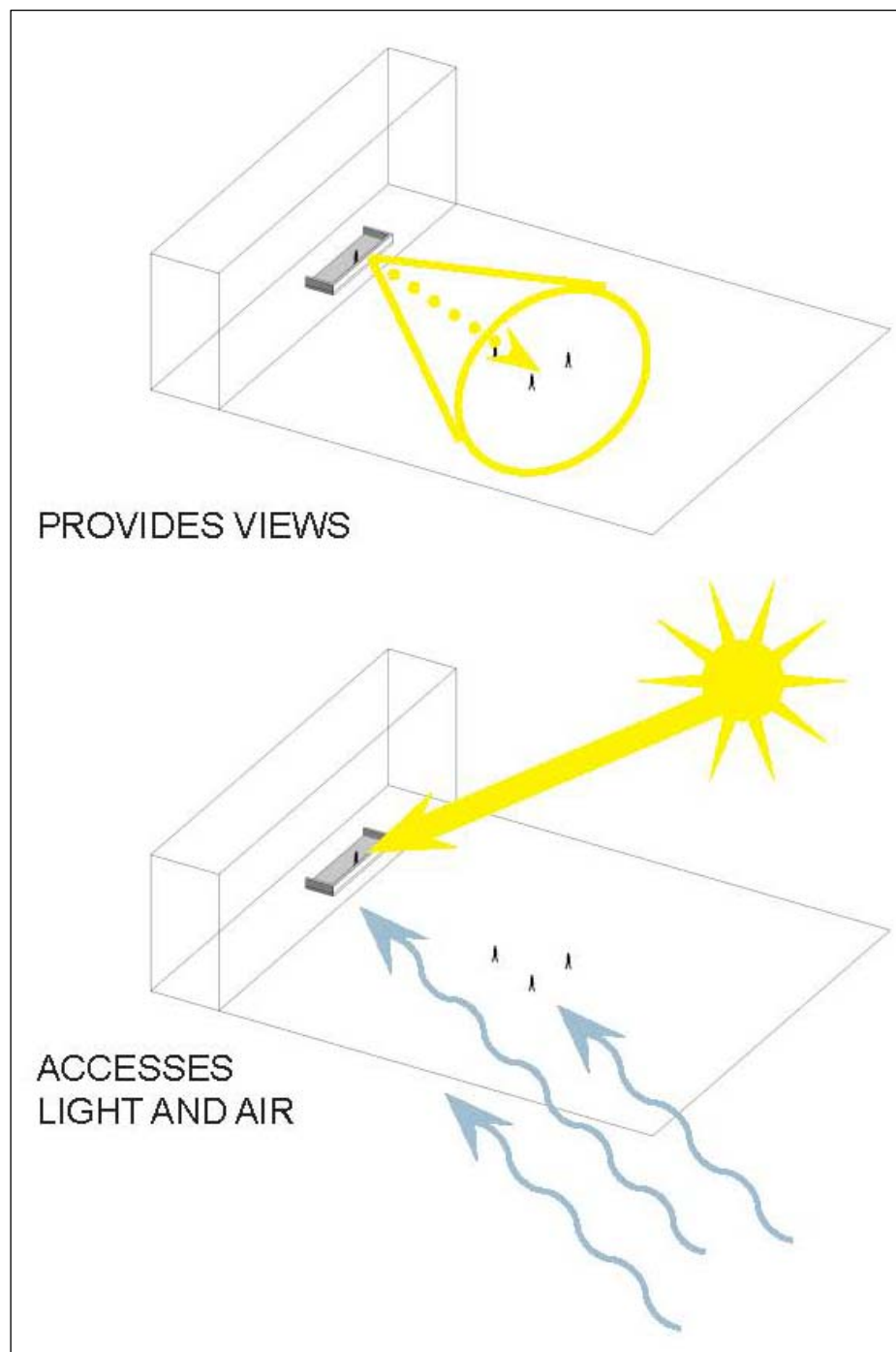


Fig.x Terrace Diagrams. [by author].

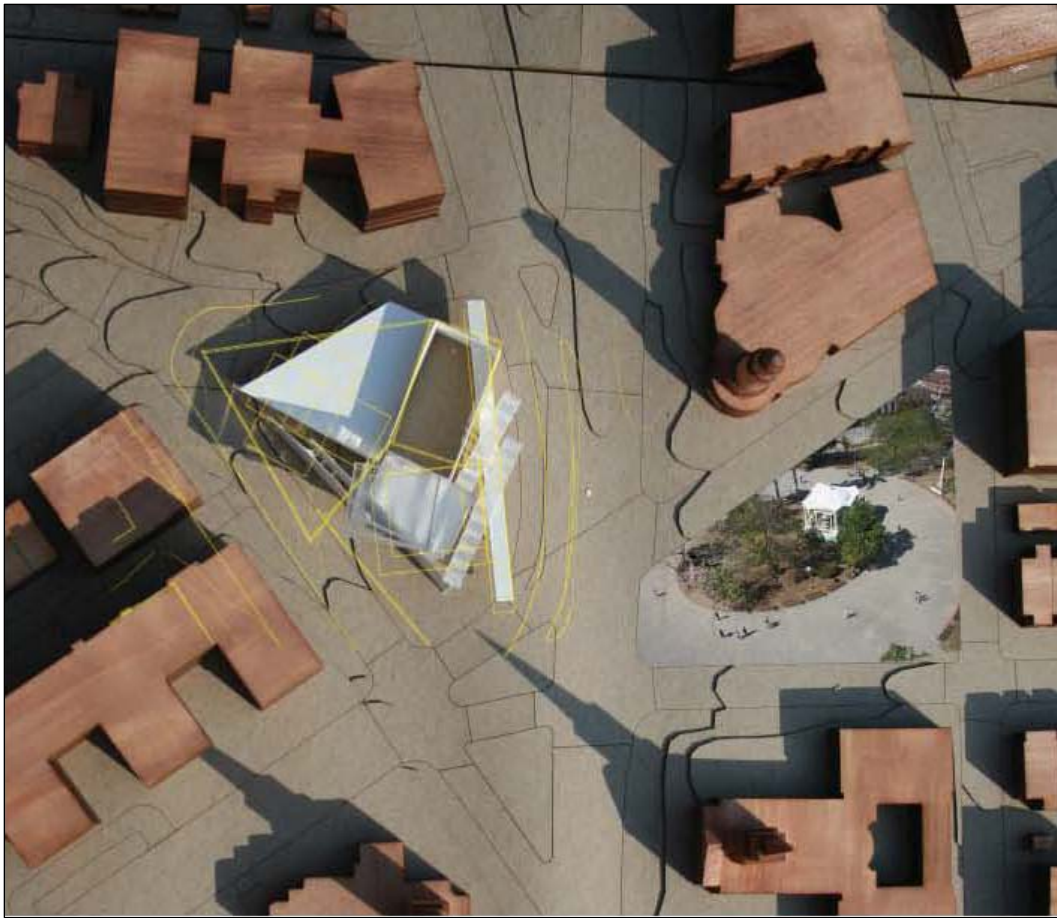


Fig.x Examples of the Terrace; Havana, Cuba [by author].

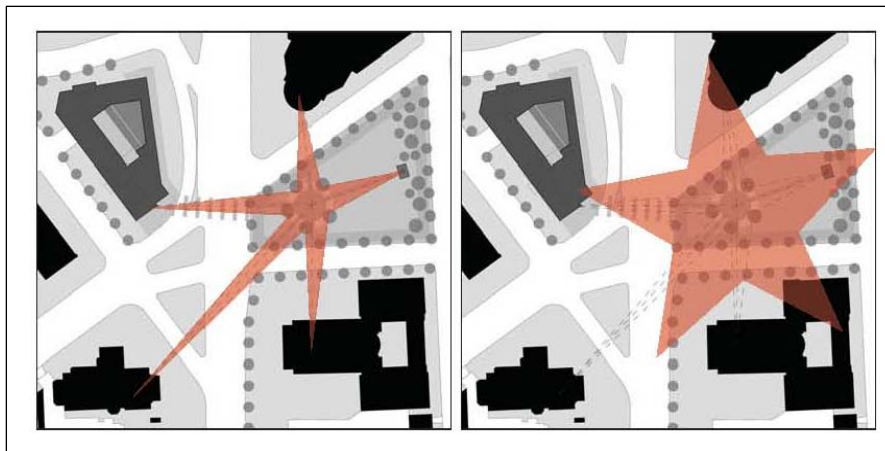
Chapter 6:

ARCHITECTURAL PROCESS AND RESOLUTION

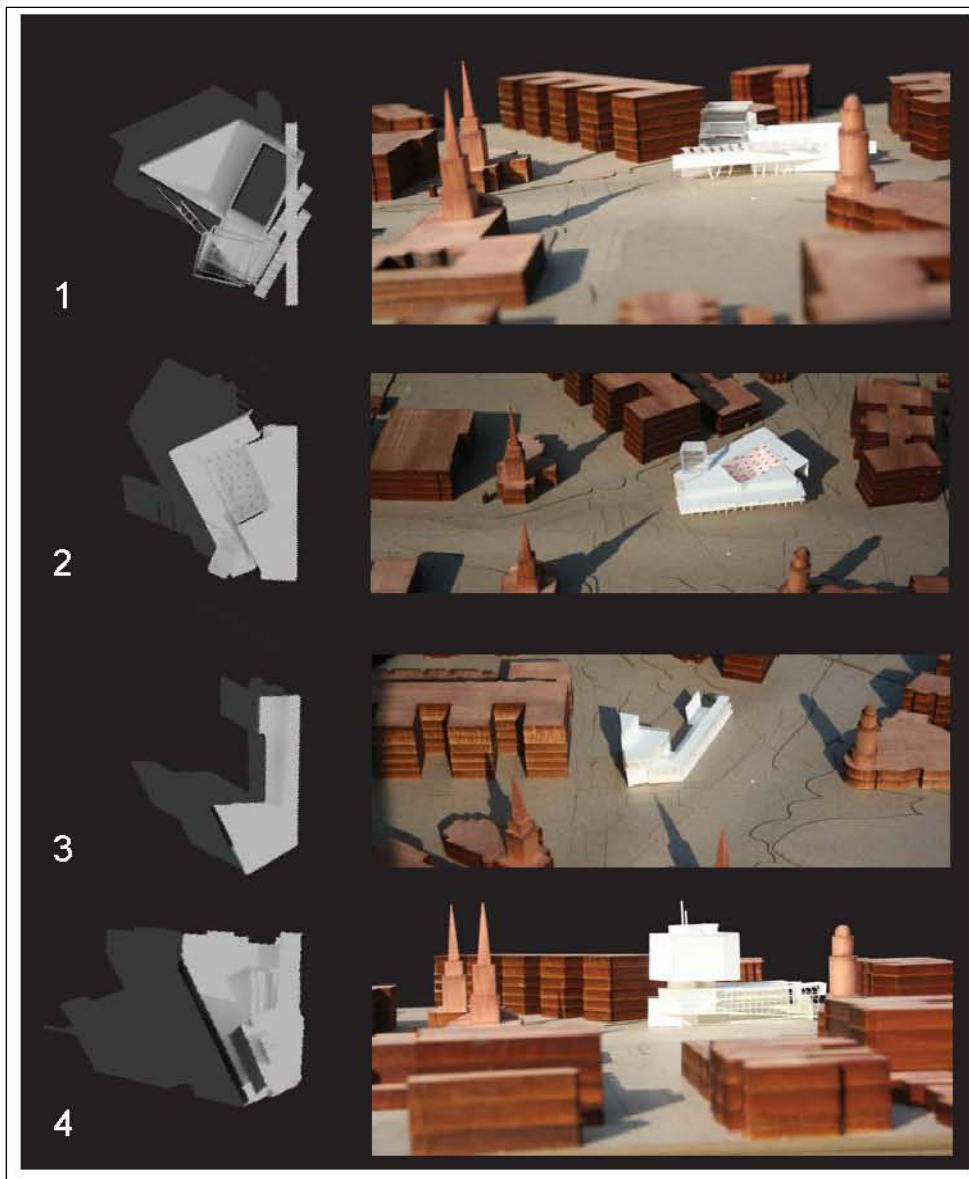
SITE PLAN AND MASSING

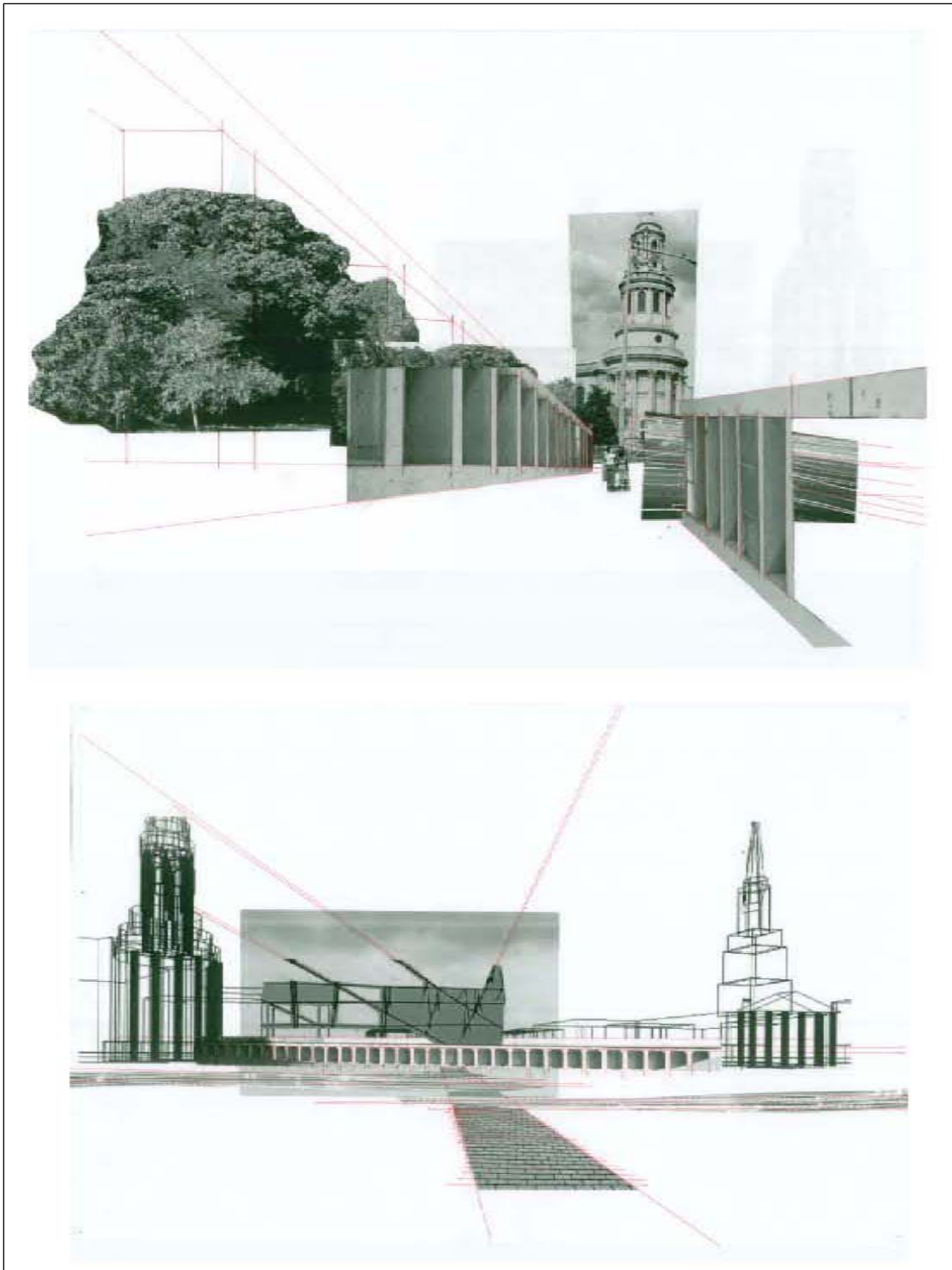


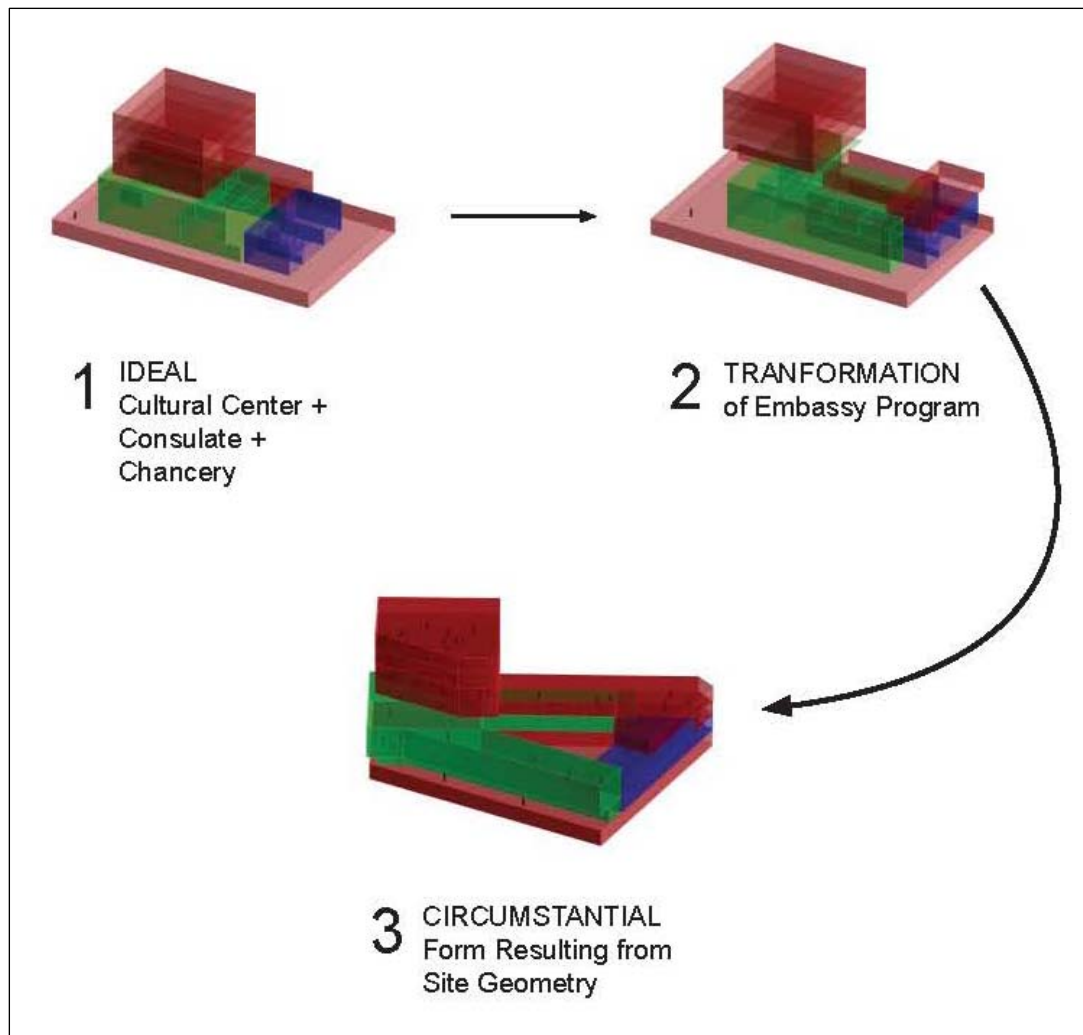












BUILDING PLANS AND SECTIONS

16TH ST NW ELEVATION

COURTYARD

ESSENTIAL ELEMENTS OF CUBAN ARCHITECTURE

Chapter 7: CONCLUSION

Appendices

If needed.

Glossary

If needed.

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OTHERS!!

